



USAID TRANSPARENT, EFFECTIVE AND ACCOUNTABLE MUNICIPALITIES ACTIVITY IN KOSOVO

Adaptive Management Report
January 2019–January 2020

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ACRONYMS

ACA	Anti-Corruption Agency
BIRN	Balkan Investigative Reporting Network
CHU	Central Harmonization Unit
CLA	Collaborating, Learning, and Adapting
CPE	Contractor Performance Evaluation
CSO	civil society organization
EU	European Union
GLPS	Group for Legal and Political Studies
HR	human resources
IAU	Internal Audit Unit
IR	Intermediate Result
KDI	Kosova Democratic Institute
KIPA	Kosovo Institute for Public Administration
MLGA	Ministry of Local Government
MoF	Ministry of Finance
MPECV	Municipal Procurement Effectiveness and Corruption Vulnerability
MTBF	mid-term budget framework
NAO	National Audit Office
PPL	Public Procurement Law
PPRC	Public Procurement Regulatory Commission
PRB	Procurement Review Body
ROGPP	Rules and Operational Guideline for Public Procurement
SOP	standard operating procedure

TEAM USAID Transparent, Effective and Accountable Municipalities Activity

USAID United States Agency for International Development

USAID TEAM BACKGROUND

The USAID Transparent, Effective and Accountable Municipalities (USAID TEAM) activity is a five-year project that began in January 2017 and is scheduled to conclude in January 2022. The activity aims to improve procurement effectiveness and transparency by providing comprehensive assistance to all 38 Kosovo municipalities, with more intensive coaching and mentoring in five focus municipalities—Gjakovë/Đakovica, Gjilan/Gnjilane, Pejë/Peć, Prishtinë/Priština, and Vushtrri/Vučitrn—and six second-tier municipalities—Ferizaj/Uroševac, Lipjan/Lipljan, Podujevë/Podujevo, Prizren, Suharekë/Suva Reka, and Istog/Istok.

At the central level, USAID TEAM works closely with such actors as the Ministry of Finance (MoF), Public Procurement Regulatory Commission (PPRC), National Audit Office (NAO), and the Procurement Review Body (PRB).

Civil society also plays a key role in exposing corrupt practices by working with citizens and local governments in the process of procurement modernization. USAID TEAM partners with an active network of civil society organizations (CSOs) to promote transparency and accountability. This network is educating and engaging citizens to identify corruption when it occurs—from the municipal to the national levels—and provides sustained pressure to improve transparency.

Activities implemented through USAID TEAM contribute to the Country Development Cooperation Strategy Development Objective 1: Improved Rule of Law and Governance that Meet Citizens' Needs. The activity directly contributes to two Intermediate Results (IRs) under this development objective:

- **IR1.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes.** USAID TEAM is improving the accountability of municipal administrations and assemblies through greater transparency and effectiveness.
- **IR1.4: Civil Society Strengthened to Increasingly Engage Constructively with Government.** USAID TEAM is working with civil society to monitor municipal procurement.

ADAPTIVE MANAGEMENT PLAN AND APPROACH

This adaptive management report documents USAID TEAM adaptive activities implemented from January 11, 2019, through January 10, 2020. The project utilized adaptive management tools that enabled the project to learn and then design and deliver more effective technical support to counterparts at the local and central levels.

Through adaptive management and learning mechanisms, USAID TEAM solicited feedback and recommendations from project recipients aiming to make results sustainable. Tools and activities used in Year 3 include:

- After-action review - Structured feedback and reflection from project events.
- Feedback from municipal officials.
- Feedback from EOs and CSOs.
- Feedback from partner CSOs.

- Feedback from NAO Anti-Fraud Unit representatives.
- Learning summit with private sector EOs.
- Review of the municipal custom work plan activities and targets achieved for adaptive management through meetings with municipal management.
- Learning summit with central-level institutions, such as PRB, PPRC, NAO, the MoF Central Harmonization Unit (CHU)
- Focus groups/individual meetings with CSOs that are not supported by the project.
- Most significant change stories.
- Analysis of reports, including those from local-level CSOs as a result of the Applied Learning workshops and the Democracy Plus report with information PRB monitoring activities.

USAID TEAM also developed a data tracker tool—the Collaborating Learning and Adapting (CLA) Map—that contains findings and recommendations from the above adaptive management activities and CSOs reports. The CLA Map serves as a source of information for the project to adapt its approach and refine upcoming activities. It also helped the project to design activities for Year 4.

This multi-step feedback cycle allowed the project to evaluate performance, assess needs, learn from experience, and adapt the approach to technical interventions and solutions leading to greater impact and more effective programming for the next cycle of technical assistance.

MOST IMPORTANT FINDINGS

During Year 3, USAID TEAM identified important findings that derived from project activities with central- and local-level partner institutions, CSOs, and EOs, namely:

Central-Level Institutions

- Lack of stakeholders' meetings between the central-level institutions and Procurement Collegium regarding the NAO findings in procurement.
- Lack of documentation of poor performance by EOs.
- Lack of quality and impartiality in PRB decisions.

Local-Level Institutions

- Lack of knowledge of the rules, procedures, and legal deadlines during tender evaluation.
- Lack of contract management implementation experience.
- Lack of skills to draft technical specifications.
- Lack of knowledge among internal auditors of monitoring of electronic procurement activities.
- Deficiencies in commenting on NAO reports.
- Lack of project designs.

Civil Society Organizations

- Sustainability of local CSOs to monitor municipal procurement.

Private Sector

- Low price criteria used by most of the municipalities does not always result in best procurement outcomes.
- Abnormally low prices used by most of the municipalities.

The table below outlines in detail the main findings and actions taken as part of USAID TEAM's quick, responsive, and flexible adaptive management approach:

NO.	FINDINGS	ACTIONS
1	Municipal officials lack knowledge of the rules, procedures, and legal deadlines of the tender evaluation phase. Municipal officials serving as evaluation committee members need to be trained on bid evaluation rules and procedures.	During Year 3, USAID TEAM trained officials of five focus municipalities on tender evaluation processes and procedures. Additionally, through on-the-job coaching, the project Procurement Advisors ensured that municipalities applied effective procurement evaluation procedures. In Year 4, this assistance will be provided to the 10 additional municipalities.
2	The project should continue stakeholder discussions on identifying a sustainable mechanism to ensure better implementation of NAO recommendations in all public institutions.	In Year 4, the project will establish regular "pause-and-reflect" meetings between the Procurement Collegium and central-level stakeholders as a mechanism to address challenges faced by municipalities in procurement and with respect to NAO recommendations. The project will work with partner institutions to incorporate such regular meetings in the institutions' respective communication strategies. Additionally, in Year 4, the project will support NAO to establish a database with recommendations provided by NAO and will track the level of implementation.
3	Contracting authorities (CAs) sign three-year contracts even though the contracted work can be finalized in three months as a way to get around budgetary limitations. There is a need for a decision forbidding them to sign long-term contracts for construction works when it can be concluded within one year.	The amended Rules and Operational Guidelines for Public Procurement (ROGPP) address this issue. As of April 2019, municipalities are no longer allowed to initiate long-term contracts for procurement activities with dynamic plans that can be completed within a year. This will likely be a point for clarification in the revised law.
4	Municipalities should document the poor performance of economic operators.	In Year 3, USAID TEAM began developing the Contractor Performance Evaluation (CPE) module, which will be an integral part of the e-Procurement Contract Management (CM) module. USAID TEAM also started other significant upgrades to the CM module, including the Contractor Past Performance Database, which will continue in the first quarter of Year 4.
5	ISO Certificate 2009-2015: Many municipalities/CAs request ISO certificates, which do not have any value because they are very easy to obtain—requiring only paying a certain amount of money. The PPRC Monitoring Unit identified that CAs are placing ISO certificate criteria in contract notices, which, according to PPRC, is a discriminatory criterion. Avoid qualification criteria that may affect competition and are discriminatory.	PPRC, in its decision issued on November 22, 2019, recommends that procurement officials and municipal mayors request only certificates which are closely related to quality assurance when developing qualification criteria. The PPRC Monitoring Unit will follow up on this and if it finds that the CAs disregard these recommendations and continues to use restrictive requirements, will take measures as defined by Regulation No. 2/2017 on the procedures for issuing and revoking of professional certificates for public procurement.
6	Internal auditors lack capacities to audit procurement activities through e-Procurement platform.	In Year 4, USAID TEAM will continue providing on-the-job coaching to internal auditors to monitor electronic procurement activities.
7	Municipalities should comment on the NAO annual report. Municipalities do not agree with some of the NAO findings, such as misclassifications of expenditures, certification of payments, etc.	During Year 3, the project Audit Advisor worked with municipalities to establish mechanisms regarding systematic follow-up and reporting on NAO recommendations. As a result, mayors of the five focus municipalities have appointed working groups to follow up and report on progress. Monitoring of this process will continue in Year 4. The Audit Advisor will continue to comment on the NAO draft audit report and prepare comprehensive and specific, measurable, achievable, realistic, and timely action plans to address NAO and Internal Audit Unit (IAU) audit recommendations. In Year 4, the project will support NAO to establish a database with recommendations provided by NAO and track the level of implementation.
8	Municipalities such as Gjakova/Đakovica, Pristina, Gjiilan/Gnjilane, and Vushtrri/Vučitrn	USAID TEAM advised municipalities not to initiate projects without critically thinking about adequate project design.

NO.	FINDINGS	ACTIONS
	are facing problems with the project designs, even though they outsourced companies to develop their project designs.	
9	Old cases in the courts are causing a lot of trouble, since the treasury withhold the budget from municipalities to pay for the old debts, or other related matters. This impacts the implementation of the procurement plan.	The USAID TEAM Finance Advisor advised municipalities to consider this issue early in the budget planning process.
10	Municipalities should more closely align budget planning with the procurement plan to decrease the number of unplanned activities.	USAID TEAM, jointly with its subcontractor KPMG, piloted a budget planning activity in two focus municipalities (Pejë/Peć and Vushtrri/Vučitrn), employing best practices and comprehensive tools in municipal budget planning. In Year 4, USAID TEAM will provide budget templates designed during Year 3 to all focus municipalities on capacity-building activities that will take place when the government budget circulars are issued. The project will monitor implementation of the above-mentioned tools and practices in Pejë/Peć and Vushtrri/Vučitrn municipalities.
11	Municipalities require changes to the Law on Public Finance allowing them to initiate projects without committing all funds.	USAID TEAM shared this issue raised by municipalities with MoF/Treasury Department. Actions to be taken will be identified in Year 4.
12	A novelty in the proposed new law is for PRB to make the final decisions on who to award contracts. This would avoid situations like 13 reviews/decisions of PRB on a certain tender process, which leads to significant service delays. These delays are causing other problems such as loss of allocated funds, time-consuming re-evaluations, etc. The recommendation is that PRB should decide who the winner is. Since PRB is an administrative court, this is not possible under the current law.	Based on the request by the Municipality of Dragash/Dragaš, and in agreement with USAID, USAID TEAM is in process of analyzing the situation related to the water supply project.
13	CSOs lack capacities to monitor municipal procurements.	During Year 3, 41 representatives from 36 local CSOs participated in a series of Applied Learning workshops—an innovative approach where CSOs had opportunity to directly apply knowledge they receive. They used real and ongoing examples of municipal procurement activities, monitored them, and learned how to write reports, communicate messages, organize launching events, etc. As a result, reports with findings and recommendations are published. To the extent possible, report recommendations will be addressed by USAID TEAM.
14	Blacklisting of economic operators should be automated. There is a need for amendment in the Public Procurement Law (PPL) to automatically reject blacklisted EOs from the tendering process on the e-Procurement platform. “Automation” means the establishment of a database of EOs on the blacklist. The moment that an EO attempts to sign in to the e-Procurement platform, the message will appear that the EO’s account is suspended for a certain time.	These recommendations have been shared with the working group responsible for drafting the new PPL. Actions to be taken in Year 4.
15	Other applicable laws and regulations must be adhered to even when they are not required by the tender dossier. For example, if a CA does not require compliance with the labor law, an EO can offer wages that do not comply with the labor law or the government's minimum wage. If there is an appeal related to this issue in the PRB, the likelihood that it will be	

NO.	FINDINGS	ACTIONS
	rejected is large because the PRB will cite section 56.3 of the PPL, which states that an EO cannot be eliminated for claims that are not in the tender dossier. It is not possible to state in the tender dossier all of the requirements deriving from the laws.	
16	References required in the tender dossier for the last three years restrict competition.	
17	Very low prices are accepted by municipalities. Apart from Pristina municipality, which rejects abnormally low prices, other municipalities do not follow this practice.	
18	All municipalities use the lowest price criteria in almost every procurement activity.	According to the PPL, the most economically advantageous tender criteria may be used, but the criteria have to be determined and, in construction works, it is difficult to determine other criteria apart from the price (to be considered by the PPL working group).
19	Based on businesses' requests, the PPRC increase the capacity to allow businesses to upload more than 20 documents with a specific megabyte limit.	PPRC upgraded the uploading feature of the e-Procurement platform by investing in increasing equipment capacities
20	The PPRC Help Desk needs to be more easily accessible. Businesses requested to increase the number of service operators.	PPRC plans to hire additional staff as service operators once the Law on Public Servants is approved.
21	The Office for Good Governance in the Prime Minister's Office could play an important role in supporting CSOs to monitor public procurement. PPRC also could fund municipal procurement monitoring. MoF could support CSO initiatives that track budget execution.	During Year 4, USAID TEAM will award small grants to local CSOs to continue monitoring municipalities as a follow-up to the Applied Learning workshops. The grantees will be selected (in coordination with USAID and USAID TEAM) by a Kosovo Government agency (e.g., the Ministry of Local Government Administration (MLGA) or its successor ministry, PPRC, and/or the Office of Good Governance) based on the criteria to be developed in the future, which will include proof of capacity to monitor procurement. Potential grantees will use the monitoring methodology developed by CiviKos and will target all focus municipalities.
22	Lack of municipal staff capacities to manage the contracts.	USAID TEAM, in cooperation with MLGA, developed a Contract Management Manual that is a guide to day-to-day operations of municipal contract managers. The project will continue to work with municipalities in this area by providing analysis and support in contract management processes, as well as by proposing models for successful contract management. In this regard, the project will develop standard operating procedures (SOPs), including mapping processes for project and contract management, and will facilitate focus municipalities' reorganization of offices/units for project and contract management.
23	Lack of municipal staff to draft technical specifications.	USAID TEAM promoted cross-department collaboration in drafting proper technical specifications for public works (e.g., roads, schools, medical centers, parks, etc.). In Q4, the project provided workshops on drafting technical specifications to focus municipalities.

NO.	FINDINGS	ACTIONS
24	Development of a hands-on professional training system in public procurement, in particular in implementing e-Procurement, in order to ensure professional handling of tenders. This includes a toolkit that will be a step-by-step guide to preparing tender dossiers for government contracts.	USAID TEAM developed video training modules for e-Procurement that are hosted on the PPRC website and used by CAs and EOs. Regarding the tender dossiers, USAID TEAM developed manuals, standard forms/templates, and a step-by-step guide to prepare tender dossiers. All of these mechanisms were shared with procurement officers in all Kosovo municipalities.
25	Development of the database to support capacity building for PRB, especially regarding decisions on interim measures.	USAID TEAM supported PRB to increase transparency toward EOs, CSOs, and other interested parties by investing in livestreaming the hearing sessions, establishing a database of decisions that will help PRB improve the decision consistency, and launching a new PRB website that is user-friendly for all stakeholders. All hearing sessions and decisions are available on the newly launched PRB website.
26	The procurement process should be integrated into the overall public expenditure management process.	USAID TEAM supported all municipalities to develop a <i>Book of Processes</i> to improve the municipal expenditure management process and better organize their internal operation structures regarding municipal public finance management, procurement, and human resources (HR).
27	Functionalization of the responsible government bodies in holding the central procurement bodies, other stakeholders, and government accountable for implementation of the law.	USAID TEAM supported functionalization of the procurement national council, which is composed of PPRC, PRB, NAO, National Court, and Anti-Corruption Agency (ACA) representatives. This council will be institutionalized by including it in the new PPL.
28	Municipalities should publish procurement information such as contracts and other information on tenders.	USAID TEAM supported municipalities to publish municipal contracts and all documents related to procurement activities. Information such as invoices, payments, and review commission reports, as well as the review commission reports giving technical approval of a project, are not published by municipalities and are not legally required to be.
29	PPRC and Kosovo Institute of Public Administration (KIPA) must obtain sources for training for procurement officials that increases their level of professionalism.	USAID TEAM supported a training-of-trainers program certifying 32 public procurement trainers. These trainers, under the leadership of KIPA and PPRC, trained 421 procurement officers advanced procurement certification without any additional support from USAID TEAM. The Government of Kosovo now has qualified trainers and training curricula on basic and advanced procurement topics and has already carried out a first round of training on its own. This was an important step forward on Kosovo's journey to self-reliance related to its ability to provide sustainable training to procurement officers without funding or technical support from donor programs.
30	Submission of electronic offers should be mandatory for all contracting authorities and all kinds of tenders.	Supported by USAID TEAM, as of January 2019, all tenders are submitted through the e-Procurement platform.

NO.	RECOMMENDATIONS	ACTIONS
31	Peja/Peć and Gjiilan/Gnjilane municipalities should continue to improve their performance by allowing citizens to have better access to public information through Freedom of Information on daily basic requests.	USAID TEAM engaged an expert to develop communication strategies for five focus municipalities (for Peja/Peć to update the existing strategy) aiming to improve interdepartmental communication and interaction with the public as well as to ensure citizen engagement in municipal affairs. These strategies are finalized and will be implemented in Year 4. In 10 additional municipalities, the project will support the creation of a monitoring framework to measure communication activities and their impact, allowing partner municipalities to gauge the overall effectiveness of their communication strategies and make adaptive course corrections, if necessary, to maximize results.
32	Municipalities should establish a method to interact more with the public and ensure that citizens are engaged and informed about public works.	
33	PRB should set up an advanced database of its decisions to facilitate searches of decisions on particular issues and ensure consistency in decision making. This would add to the importance of precedents in reviewing complaints.	In December 2019, PRB, with USAID TEAM support, officially launched a new website where all information will be publicly available, including live broadcasts of hearings and publications of final decisions. The website also hosts the decisions database, which increases the efficiency and consistency of PRB decisions, contributing to increased transparency at PRB.
34	PRB should monitor and control experts to ensure quality and impartiality, particularly when there are claims against them and their performance. Experts must be aware that a quality control will take place, tracking the success of their recommendations, deadlines for handling cases, and other indicators to determine whether they will be retained by PRB or replaced.	The project is working with PRB to make it mandatory for experts' opinion to be published in the new PRB database. Because the database tracks the deadlines in the decision-making process, experts will be held accountable for producing better-quality opinions and for following the deadlines.
35	PRB should change the interpretation on disqualification of EOs because the current interpretation is very narrow and allows for persons who have made false statements to go unpunished.	In the course of drafting the new PPL, the provision for blacklisted EOs will be more specifically defined, including the timeline of suspension from e-Procurement platform, better definition of grounds for backlisting, etc.
36	Blacklisted operators must be suspended from the e-Procurement platform and PRB should require PPRC to suspend blacklisted companies.	The project agreed with the PRB and PPRC that EOs that are disqualified will be automatically deactivated in the e-Procurement platform. However, this requires changes in the platform which is PPRC's responsibility.
37	PRB must pay greater attention to the enforcement of its decisions and establish monitoring mechanisms for enforcement of decisions and application of punitive measures against CAs that fail to comply with decisions or violate deadlines.	The project recommended that PRB collect fines from EOs.
38	PRB should hold open hearings on all complaints.	USAID TEAM supported PRB to establish a transparent hearing process by livestreaming them at the PRB's website. Hearings are now open and livestreamed.

USAID TEAM ADAPTIVE MANAGEMENT APPROACH

AFTER-ACTION REVIEW – STRUCTURED FEEDBACK AND REFLECTION

On January 15, 2019, USAID TEAM organized a meeting with Civikos facilitators from the Applied Learning workshops to solicit their feedback on the usefulness of this tool to ensure that the project maximizes the value of the capacity-building resources. Facilitators identified the following:

- The “learning-by-doing” approach is innovative and is producing concrete results. Workshop participants are directly engaged in every activity, such as conducting research on the e-

Procurement platform, analyzing red flags, submitting requests for access to documents, and compiling monitoring reports.

- Facilitators are establishing Google Drive shared spaces for documents and Facebook Groups for communication to facilitate the research. Groups of CSOs are working as one team.
- Participants' levels of knowledge vary significantly from one region to another. Currently, Pristina and Mitrovicë/Mitrovica have high capacity, while Ferizaj/Uroševac and Gjilan/Gnjilane CSOs do not have sufficient experience; therefore, the assistance provided to the latter was more basic. In Pristina, participants not only write high-quality reports, but are engaged in the fact-checking of every claim and finding in each report.

Facilitators recommended the following:

- Do not limit the Applied Learning Workshops to producing a report. One or several articles on the monitoring activity may also convey findings to the public.

Actions taken: In the second part of the Applied Learning Workshops, the project planned the communication with media. This part of the workshop will change into the policy communications meaning that CSOs will use also other channels in order to disseminate findings and advocate for change.

- Lack of grants (financial support) is one factor that is contributing to the low level of engagement of subnational CSOs on monitoring procurement.

Actions taken: USAID TEAM will continue to provide grants for CSO monitoring of municipal procurements and implementation of applied learning methodology, and to support municipal-level CSOs in using media and other possible channels to report corruption.

FEEDBACK FROM MUNICIPAL OFFICIALS

During January 2019, USAID TEAM Municipal Advisors conducted an assessment of municipal performance in the areas supported by the project. USAID TEAM made site visits and conducted interviews with municipal procurement managers, directors of finance and budget, chief financial executives, heads of IAUs, and chiefs of personnel offices, among others.

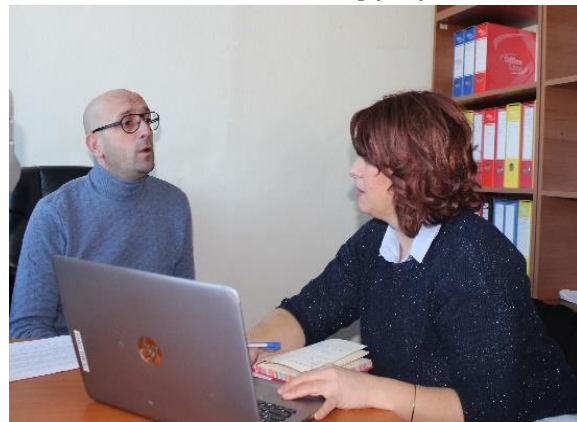
The Acting Procurement Manager of the Municipality of Gjilan/Gnjilane emphasized that USAID TEAM's support enabled them to make progress in the planning and implementation of the municipal procurement plan. This municipality increased implementation of the procurement plan from 36.76 percent in 2017 to 52.63 percent in 2018. As the manager noted, the Gjilan/Gnjilane procurement office is working on improving procurement processes and, to do so, it needs project assistance to increase staff capacities in drafting proper technical specifications; preparing tender dossiers for different types of procurement activities; and better managing municipal contracts/projects.



USAID TEAM'S SUPPORT ENABLED THE MUNICIPALITY OF GJILAN/GNJILANE TO MAKE SIGNIFICANT PROGRESS IN THE PLANNING AND IMPLEMENTATION OF THE MUNICIPAL PROCUREMENT PLAN

Actions taken: USAID TEAM promoted cross-department collaboration in drafting proper technical specifications for public works (e.g., roads, schools, medical centers, parks, etc.). In Year 3, Quarter 4, the project conducted workshops for focus municipalities on drafting technical specifications.

USAID TEAM Procurement Advisors supported procurement officers of the focus and second-tier municipalities to draft tender dossiers that minimize opportunities for manipulation; specifically, they supported municipalities when drafting the special conditions of the contract, contract award criteria, and qualification criteria, and helped the officials develop spreadsheets with locked formulas when calculating the prices in bills of quantities to avoid user errors.



FERIZAJ/UROŠEVAC MUNICIPALITY, ASSISTED BY USAID TEAM, DEVELOPED A COMPREHENSIVE ACTION PLAN TO ADDRESS NAO AND INTERNAL AUDIT RECOMMENDATIONS

USAID TEAM, in cooperation with MLGA, developed a *Contract Management Manual* as a guide to day-to-day operations for municipal contract managers. The project will continue to support Kosovo municipalities in this area by providing analysis and support in contract management processes, as well as by proposing models for successful contract management. The project will develop the SOPs, including mapping processes for project and contract management, and facilitate focus municipalities' reorganizations of offices/units for project and contract management.

USAID TEAM supported Ferizaj/Uroševac Municipality to develop a comprehensive action plan to address the NAO and internal audit recommendations. The Municipal Internal Auditor noted that this advanced methodology is a very useful tool that helps them and the municipal departments to understand recommendations, the period in which to address them, and the staff who should address specific recommendations. The IAU regularly conducts procurement audits because this is a field with

high risk. These audits are conducted based on manuals and international standards. The municipality does not have a municipal risk register in place, although the IAU requests the risk register from all departments every year. Implementation of the 2017 NAO recommendations in this municipality stands at 12 percent, with only four of 35 recommendations addressed; in 2018, the percentage increased to 30 percent, with 10 of 34 recommendations implemented. To increase the level of implementation further, the IAU requested the following assistance from USAID TEAM:

- Strengthen the role of the municipal IAU and committee.
- Work with MoF/CHU to encourage collaboration between municipal mayors and municipal internal auditors.

Actions taken: USAID TEAM provided technical support in audit to second-tier municipalities, including Ferizaj/Uroševac, and shared best practices implemented in focus municipalities.

The Finance Director of Ferizaj/Uroševac Municipality noted that as a result of project assistance, two NAO recommendations related to finance were addressed. Also, the project shared an example of the *Book of Processes and Management of Public Expenditures* developed in a focus municipality.



AS A RESULT OF USAID TEAM ASSISTANCE, TWO NAO RECOMMENDATIONS RELATED TO FINANCE WERE ADDRESSED IN THE MUNICIPALITY OF FERIZAJ/UROŠEVAC.

USAID TEAM shared with all six second-tier municipalities, including Ferizaj/Uroševac, public financial management practices, budget templates, an invoice system, and other mechanisms developed in the five focus municipalities.

MEETING WITH OSMAN BLLACA, ACTING HEAD OF IAU IN PRISTINA MUNICIPALITY, JUNE 2019

Pristina's IAU had very weak performance. In 2017, the IAU conducted only one audit, with nine findings. None of the recommendations were addressed by the municipality. According to the action plan for audit activities to be conducted in 2019, 12 audits were planned. In the beginning of 2019, the Head of IAU resigned. In April 2019, Osman Bllaca was appointed as acting head. He reviewed the action plan and reduced the number of audit activities to six, focusing only on those departments evaluated with high risk. Four of the six audits began in 2019. Two audits are taking place in the field for construction permits and property tax fees.

The NAO draft report for 2019 for Pristina Municipality included 21 recommendations, some of which will not be addressed this year, such as the requirement to commit funds before initiating the procurement activity. This year, based on the mayor's decision, municipal departments will not comment on the NAO draft report.

Actions taken: The municipality, with support from USAID TEAM, developed an action plan to address the recommendations. Additionally, the acting head of IAU asked USAID TEAM to support the municipality to develop SOPs for the municipal budget process.

USAID TEAM finalized the *Book of Processes on Municipal Public Expenditures*, which clearly outlines the process of preparing, reviewing, and approving the municipal budget, including the legal framework.

MEETING WITH VISAR BERISHA, HEAD OF AUDIT COMMITTEE IN PRISTINA MUNICIPALITY, JUNE 2019

In 2018, USAID TEAM assisted the Municipality of Pristina to establish and functionalize a municipal Audit Committee. The project assisted Pristina to develop the statute of the committee, reporting modules, and recommendations for the IAU. One of the challenges that Pristina continues to face is the inadequate staffing of the municipal IAU compared with the large volume of budget activities. The head of the Audit Committee asked for the project's support to request additional staff from the responsible central institution.

Actions taken: As advised by the project, the Head of Audit Committee in Pristina Municipality discussed this issue with the Mayor and Head of IAU and requested to hire professionals who had completed the government's young cell scheme program. It requested the list of the young cell scheme students from the Ministry of European Integration and is currently contacting students with a background in internal auditing.

MEETING WITH VALBONA MAKOLLI, FINANCE DEPARTMENT DIRECTOR IN PRISTINA MUNICIPALITY, JUNE 2019

During the process of drafting the mid-term budget framework (MTBF), Pristina requested USAID TEAM support. According to the Finance Director, the MTBF needs to be advanced based on best practices because it is a basic document for the Finance Department and the municipality. Through the MTBF, the Finance Department will channel around €300 million in the upcoming three years.

Additionally, the Finance Director was appointed by the Mayor to head the Commission for Addressing NAO Recommendations. In this regard, she asked for USAID TEAM's support to improve the level of recommendations addressed by:

- Reviewing the final draft of the MTBF.
- Assisting the Finance Director in developing an action plan and addressing recommendations.
- Assisting the municipality to improve the process of recording and executing invoices issued by economic operators.

Actions taken: USAID TEAM shared with the Finance Director the technical manual for preparing the MTBF. Additionally, the project assisted the Finance Director to finalize the MTBF.

Regarding recording and execution of invoices issued by EOs, the NAO draft report notes a specific action related to the invoices and receipts that were poorly addressed and recorded. There were several invoices that had mismatching numbers with protocol register, although they were related activities. USAID TEAM developed a SOP for standardizing municipal payment processes as per the legal framework in force. Furthermore, the ultimate goal is to digitize the whole process of payment procedure in five focus municipalities. This will increase municipal transparency, accountability, and fiscal prudence.

FEEDBACK FROM BUSINESSES AND CSOS

USAID TEAM held a focus group discussion with businesses and CSOs in Prizren on March 14, 2019. In this discussion, the EOs and CSOs reported that they observed substantial improvements in public procurement over the past year. Participants reported that:

- The implementation of the e-procurement platform had a major impact in ensuring efficiency and transparency.
- National and local media are now actively reporting on procurement-related issues at the municipal level, which has created a positive trend leading to more accountable municipal governance.
- Municipalities noticeably increased transparency and now regularly publish public documents, including procurement plans, contracts, etc., on the municipal websites.

Despite these positive observations, the focus group proposed the following recommendations:

- CSOs and village councils should be involved in monitoring municipal projects.
- Municipalities should organize public discussions with EOs related to the budget and procurement plan.
- Municipalities should document poor performance of EOs (such as through a past performance database).

The focus group also observed that Prizren Municipality is often late to initiate new projects, especially in the first half of the year, and then municipal officials rush to fully implement the procurement plan in the second half of the year. The focus group reported that awarding bids based on lowest price negatively affects the quality of work and they proposed relying more on the most economically advantageous tender criteria. Finally, participants voiced their concerns about the consistency, transparency, and independence of PRB decisions.

Actions taken: To actively engage local CSOs in the monitoring of municipal procurements, USAID TEAM supported social audit activities and equipped village councils with skills on how to monitor municipal projects/contracts.

Municipalities are conducting regular discussions with their citizens and all interested parties on budget planning. USAID TEAM has no information that municipalities conducted separate public discussions with EOs and the project informed the participants of the focus groups that municipal budget plans and procurement plans are accessible on municipal websites.

USAID TEAM is in the process of developing a contractor past performance database that will be part of the CM module in the e-Procurement platform. It is expected that the database will be finalized and functionalized in the beginning of Year 4.

Regarding implementation of the procurement plans, USAID TEAM assisted five focus and six second-tier municipalities to develop comprehensive procurement plans for 2019. Additionally, the project worked with municipal requesting units to initiate procurement activities as per their procurement plans.

Regarding PRB decisions, USAID TEAM continued to monitor and support implementation of PRB sessions and a database of appeal decisions. One hundred percent of appeal cases are lodged through

the e-appeal module. In addition, the project supported PRB to introduce an online payment slip for the appeal fee (previously, such payments slips were issued only physically at PRB offices). Finally, to enhance the transparency and consistency of the PRB decisions, USAID TEAM worked with PRB to launch its database on decisions, ensuring that all interested parties, including citizens, can easily access the decisions and public hearings.

FEEDBACK FROM USAID TEAM CIVIL SOCIETY PARTNERS

USAID TEAM solicits feedback from partner CSOs (CiviKos, Çohu, Democracy Plus, Levizja FOL, Group for Legal and Political Studies (GLPS), Kosova Democratic Institute (KDI), and Riinvest) on a regular basis. In addition, the project conducts bi-annual workshops with these partners to assess current progress in achieving USAID TEAM objectives and to adapt to new opportunities and challenges. Each workshop involves a focus topic, such as coordination among activities, branding and marking, project management, and co-creation. During the workshop conducted in June 17, 2019, USAID TEAM presented current achievements by component; CSOs are influencers and may accurately inform the public and stakeholders on procurement-related topics. A second agenda item focused on the new PPL, given that two partner CSOs are part of the working group to draft the concept note.

KEY POINTS FROM DISCUSSIONS AND RECOMMENDATIONS

DEMOCRACY PLUS – VALMIR ISMAILI, EXECUTIVE DIRECTOR (Democracy Plus is part of the working group on PPL concept note)

- **Low price criteria.** The European Union (EU) Progress Report emphasized that 99 percent of contracts are awarded based on the lowest price criteria. This does not necessarily bring value for money and should be considered by the working group that is established to work on the PPL changes and to be regulated in accordance with the EU directives.

USAID TEAM notes, however, that the current PPL does permit the most economically advantageous tender criteria, as well as lowest price. It is the decision of CAs to use lowest price as the sole evaluation factor.

- **Sustainability of interventions.** Municipalities perform well when a USAID activity is present, but they regress afterwards. Sometimes local actors perform well because of USAID presence, not for the benefit of the public.
- **Research-related issues.** There are cases when local government uploads and back-dates documents on their webpages while alleging that CSOs do not know how to research properly. CSOs must “print screen” webpages to document their research.

DEMOCRACY PLUS – AGON HYSAJ, RESEARCHER

- **Two-level complaints are not functioning.** With the current legal arrangement, EOs must submit protests to the CAs and, only after the latter rejects a complaint can an EO escalate the protest to the PRB. Ninety percent of complaints made by EOs to CAs are rejected by CAs. EOs then submit complaints to the PRB, which finds that 60 percent have a basis for complaint. The request for CA re-evaluation then takes time because the deadline for complaints is five days, with

an additional three days given to CAs to respond. The recommendation is to remove the two-level process so EOs can submit their complaints directly to PRB.

- **A blacklist of EO should be automated.** There is a need for amendment in the law to automatically reject blacklisted EOs from the tendering process on the e-Procurement platform. “Automation” means the establishment of a database of EOs on the blacklist. The moment a tagged EO attempts to sign in to the e-Procurement platform, a message will appear that the its account is suspended for a certain time.
- **PRB should make the final decision about contract awards.** This would avoid “ping-pong” situations in which PRB and the CA go back and forth on reviews and decisions for the same tender process. In one case, PRB and a CA went through 13 rounds of reviews and decisions. To avoid this absurd situation, PRB should make a final decision on the award of the contract, declaring who is responsive and who is not a responsive bidder. Because PRB is an administrative court, this is not possible under the current law. In 2018, of 750 decisions made, 220 were repeat complaints, which delay the award process, including for capital investments. For example, three years have passed since tendering procedures were initiated, and the citizens of Dragash are still without water supply.
- **Other applicable laws and regulations should apply even when they are not required by the tender dossier.** For example, if the CA does not require compliance with the labor law, an EO can offer wages that do not comply with the law or the minimum wage. If there is an appeal related to this issue in PRB, the likelihood that it will be rejected is high because PRB considers section 56.3 of the PPL, which states that an EO cannot be eliminated for claims that are not in the tender dossier. However, requiring tender dossiers to incorporate all of the requirements deriving from all laws would be impractical.

Note: Four of the above-mentioned issues raised by Democracy Plus representatives are part of the package of recommendations shared with the PPL working group responsible for finalizing the PPL concept note.

- **Lack of Technical specifications.** Municipal officials lack skills to draft technical specifications.

Actions taken: USAID TEAM promoted cross-department collaboration in drafting proper technical specifications for public works (e.g., roads, schools, medical centers, parks, etc.). In Year 3, Quarter 4, the project provided to focus municipalities workshops on drafting technical specifications.

In Year 4, USAID TEAM will pilot an enhanced project and contract management capability and facility to draft compliant technical specifications in focus municipalities.

LEVIZJA FOL – ELBASAN RACAJ, COORDINATOR

- **Train community-based organizations.**

Actions taken: USAID TEAM is in process of finding solution to create sustainable CSOs especially local level ones in monitoring of the municipal procurement.

KDI – DIANA METUSHI KRASNIQIM PROJECT MANAGER

- **The focus should be on contract management.** There are many issues presented that are also evident in the PPL concept note. The main issue is with the lowest-price criteria.

Actions taken: During Year 3, USAID TEAM built the capacity of more than 400 municipal representatives on contract management. In cooperation with MLGA, the project developed a *Contract Management Manual*, which serves as a guide to day-to-day operations of municipal contract managers. USAID TEAM will continue to support Kosovo municipalities in this area by providing analysis and support in contract management processes, as well as by proposing models for successful contract management. The project will develop SOPs, including mapping processes for project and contract management, and will facilitate focus municipalities' reorganization of offices/units for project and contract management.

ÇOHU – QERIM ONDOZI, PROGRAM MANAGER

- USAID TEAM's approach was the right approach—presenting successes but also issues. It is important to share good news, which helps mobilize community. Negative news is an issue because it depresses the public. The process of approving articles took more time than was envisaged, but it did not affect the final results.

CIVIKOS – DARDAN KRYEZIU, PROJECT MANAGER

- Applied Learning Workshops are as a result of the feedback provided from participants and trainers from the first round of traditional classroom-based training. After changing the approach to applied learning workshops, where participants deal with real case studies to monitor public procurement, participants accelerated their learning. This methodology is now being used by other CSOs. Quality control of the reports by USAID TEAM delayed the process a bit but increased the quality. Organizations now have knowledge to monitor procurement activities, therefore CiviKos will move on to coaching sessions to assist local level CSOs. This is the best example of the adaptive management.

GLPS – ARDITA RIZVANOLLI, PROJECT COORDINATOR

- Due to excellent cooperation, results of the social audits were readily apparent, and municipalities accepted and acted upon the recommendations. Community members were engaged and felt empowered.

SOLICITING FEEDBACK FROM PARTNER CSOS

On September 30, 2019, USAID TEAM convened a feedback session with partner CSOs Democracy Plus, CiviKos, GLPS, KDI, Levizja FOL, and Riinvest to discuss and evaluate the effectiveness of project interventions and to solicit recommendations on whether and how to adjust, adapt, or amplify assistance. Partners provided feedback and recommendations on the following questions:

What could we do to make sure that public perception reflects reality?

- Recent developments and positive changes in the procurement system, especially regarding transparency, are not reflected in citizens' perceptions. Citizens still do not trust their local governments. The citizens' perception regarding their role in decision-making processes is still very low, they think that their impact in those processes is rather minimal.

- Generally, citizens think that municipal governments do not take into consideration their opinions and that public discussions do not necessarily lead to any results, causing disappointment. For example, when the Mayor of Pristina was first elected, citizens were positive and hundreds of them participated in public discussions; today, only 20–30 citizens participate in such discussions. Municipal governments need to provide feedback to the citizens. If citizens see that they have an impact on the processes, they will be encouraged to do more and get more involved.
- Being a partner with USAID-funded projects is very helpful because whenever CSOs face issues, addressing those issues is expedited.
- The element of citizen involvement has been excluded from public procurement for many years now, with only the government and business participating. Nobody assessed citizens' satisfaction with public services procured on their behalf. Recently we have seen some new initiatives to get citizens back into the procurement processes, but it will take time.
- All stakeholders should manage their expectations regarding involvement of citizens. Substantial transparency in procurement is a recent trend; therefore, it will take time for citizens to adjust and demand more accountability.
- In smaller municipalities, the situation is worse because citizen participation in public hearings is quite low. CSOs can help by visiting rural areas and discussing with citizens how to improve this situation.
- Public procurement saw major progress in transparency, especially with the publication of public contracts, but more needs to be done. Contracts are published as one document without accompanying documents such as the contract management plan, which is crucial for monitoring purposes.
- Based on a citizen survey, citizens do not attend public hearings because they do not believe they can influence the process, or because of the inconvenient timing of the meetings (usually during working hours). There is a need to educate citizens by providing information about their civic responsibilities.
- In many localities, village councils are not established even though this is legal requirement. These councils could serve as platforms for discussions between the municipality and citizens.

What should be done in Kosovo to prevent corruption?

- There are plenty of mechanisms in place to fight corruption, but they are not used. There is no need to create new mechanisms. CSOs would like to see better coordination between institutions.
- There is a need to strengthen existing mechanisms. For example, the National Council of Public Procurement is a good mechanism, but unfortunately is not used or functional. Also, PPRC, PRB, and ACA mandates should be clear and harmonized.
- NAO should increase the number of performance audits in public procurement.

Is there accountability in public procurement from the CSOs' perspective?

- Slow response from prosecution. A CSO sent three cases to the prosecutor and the latter initiated a formal investigation for only one case a year later.
- Another CSO filed a complaint with the Ombudsperson Institution related to Gjilan highway because MoF is not disclosing information that has to do with compensation for expropriation of properties.
- Another CSO reported that during the monitoring in Prizren, the municipality rejected the request for access to documents and a request for a meeting with the mayor. The situation varies from department to department. The experience with the Ministry of Health is much better because it is willing to listen and take actions.
- Another CSO reported difficulties with Gjilan Municipality on accessing documents and necessary information for project activities. The mayor and his cabinet were very supportive, but the staff were neglectful in providing documents.

Partnership between CSOs and institutions. Public funding for CSOs - possible or not?

- Three partner CSOs are prohibited from receiving government/public funds by their internal regulations (statutes), and one has a written policy not to receive government funding. This is to ensure independence of the CSOs from government interference or political influence.
- About €14–15 million are awarded each year to CSOs from public funds by various institutions. Only recently has the issue been regulated, but there are difficulties in implementing the regulation. Issuing grants is decentralized and there are various issues with the transparency and accountability of awarding grants.
- There is no system in place for awarding grants. There is a model but no accountable mechanism for award of grants or system for follow-up on what happened with funds.
- MLGA has a good model for awarding grants that can be used for other institutions as well.
- It is a little bit hard to expect that institutions would provide grants to monitor their work, for example PRB. Another issue is the independence of CSOs to publish their findings.
- There should be a fair competition among organizations who compete for grants. Competition will also affect the quality of deliverables.
- The Office for Good Governance at the Prime Minister's Office could play an important role in supporting CSOs in monitoring public procurement. PPRC also could fund municipal procurement monitoring.

FOCUS GROUP DISCUSSION WITH THE NAO ANTI-FRAUD UNIT

In 2018, after the NAO Anti-Fraud Unit was established, with the support of USAID TEAM, the project assisted this unit to develop a Guide on Detecting Fraud. As a result, there were 38 cases in 2018 and 49 in 2019 handed over to the state prosecutor.

Following the assistance provided, on September 11, 2019, USAID TEAM representatives met with NAO Anti-Fraud Unit representatives to solicit feedback and recommendations regarding the challenges faced in the process of detecting and reporting alleged cases of fraud.

Based on the discussion, NAO proposed the following recommendations:

- Increase NAO Anti-Fraud Unit capacities to deal with potential fraud cases.

Actions taken: USAID TEAM supported NAO to develop internal procedures and required templates for dealing with potential fraud cases during the performance of the audit and before the audit report is published.

- Guide on Detecting Fraud should be used by auditors to flag potential cases of fraud. There is a need for templates and training to help identify cases that are of high risk for fraud.

Actions taken: USAID TEAM worked with NAO's internal training unit to review the guidelines developed in Year 2 of project and ensure that the fraud detection basic training becomes part of the regular induction training provided to new auditors, but also serves as a refresher training for experienced auditors.

The table below presents the number of cases handed over to the state prosecutor, divided by area and institutions.

AREA	NUMBER OF CASES	INSTITUTIONS				COMMENT
		Central	Local	Public Enterprises	Independent	
Employment	4		2	2		49 cases handed over to the state prosecutor in 2019.
Procurement	26	10	13	2	1	
Subsidies	14	4	6	2	2	
Exercising official duties	3		2	1		
Payment execution	2		2			
	49	14	25	7	3	

LEARNING SUMMIT WITH PRIVATE SECTOR ECONOMIC OPERATORS

To evaluate the progress made and possible challenges faced, on June 26, 2019, USAID TEAM invited EOs to discuss public procurement and any needed changes to the PPL. EOs highlighted the significant transformation in public procurement as result of the implementation of the e-Procurement platform.

Despite noting this major improvement, business representatives at this learning summit still raised several issues related to the procurement processes, such as: the need to publish the minutes of the bid opening meetings in the platform, confusion around multi-year contracts that require less than 365 days of work, required references, ISO certificate, etc.

Businesses noted that Pristina Municipality has become the most accountable municipality to EOs. Perparim Morina, accountant for Burimi company from Malisheva, stated that his company has been in business since 1986, but this year “for the first time we were awarded with a project by Pristina municipality.”



PERPARIM MORINA, ACCOUNTANT AT BURIMI FROM MALISHEVA: PRISTINA IS ALMOST THE ONLY MUNICIPALITY THAT REQUESTS CLARIFICATIONS FROM ECONOMIC OPERATORS TO MAKE SURE THAT BUSINESSES FULFILL ALL REQUIRED CRITERIA (PPL, ARTICLE 72). OTHER MUNICIPALITIES DO NOT USE THIS ARTICLE AND THUS WE ARE ELIMINATED.”

Issues discussed at the learning summit included the following:

- **Publication of the bid opening minutes:** Shtime/Štimlje Municipality does not publish bid opening minutes.

USAID TEAM noted that this is against article 37.4 of the ROGPP and this issue was addressed directly with the Shtime/Štimlje Procurement Manager.

- **Multi-year contracts:** Many municipalities continue to publish multi-year contracts for activities that could be completed within a couple of months, especially Gjakova/Đjakovica.

USAID TEAM replied that this is against the newly revised Article 5.12 of the ROGPP and that this issue needs to be addressed between PPRC and MoF. This will also likely be a point for clarification in the revised law.

- **Tender evaluation:** Pristina Municipality usually does not finish the evaluation process within the time limits specified (30 days).

USAID TEAM noted that this is a violation of Article 41.2 of the ROGPP and addressed this issue with the Procurement Manager.

- **References:** References required from the last three years restrict competition.

USAID TEAM replied that this is in accordance with Article 69 of the PPL, but that this issue will be addressed in the new PPL. In addition, new EU procurement directives increased requirements from three to five years.

- **ISO Certificate 2009-2015:** Many municipalities request ISO certificates, which is a certificate that does not have any value because it is easily obtainable by paying a fee.

USAID TEAM replied that this is in accordance with the PPL and it is up to the CAs to decide on the selection criteria. USAID TEAM emphasized the fact that Pristina Municipality abolished this requirement.

- **Abnormally low prices:** Very low prices are accepted by municipalities, except for Pristina Municipality.

USAID TEAM noted that it is up to the CAs whether to accept or to reject abnormally low prices, but, according to the PPL, the offers cannot be rejected automatically without requesting additional information from the EO. USAID TEAM experts advised businesses to file a complaint whenever they think that a CA has awarded an EO with abnormally low prices.

- **Lowest price:** All municipalities use the lowest-price criteria in almost every case.

USAID TEAM noted that, according to the PPL, the most economically advantageous tender criteria may be used, but the criteria have to be determined and in construction works, it is difficult to determine other criteria apart from price.

- **E-Procurement capacity upload:** The platform does not allow businesses to upload more than 20 documents with a specific megabyte limit. Businesses requested that PPRC increase the capacity.

USAID TEAM replied that this issue has been addressed with PPRC.

- **PPRC Help Desk:** This is not easily accessible. Businesses requested to increase the number of service operators.

USAID TEAM replied that this issue has already been raised with PPRC.

- **Notarization:** Some municipalities request the list of equipment to be notarized for each tender. This practice was used in the past by the Ministry of Infrastructure, but some municipalities continue to request it, and this costs extra money for the EO. EOs requested to abolish this requirement or for the notarized list to remain valid for up to six months.

USAID TEAM noted that Gjilan/Gnjilane Municipality was the one that requested the notarization of the list, and USAID TEAM addressed this issue directly with the municipality.

- **Equipment:** Some municipalities require a huge number of trucks and other heavy equipment to limit competition, especially Kline/Klina Municipality.

USAID TEAM replied that it is up to the CAs to decide on the selection criteria. The project advised businesses to file a complaint whenever they think it is a matter of discrimination and inform the PPRC monitoring department

KEY DISCUSSIONS FROM THE PRESENTATION OF THE MUNICIPAL GRADUATION AND MUNICIPAL CAPACITY ASSESSMENT RESULTS

In April and May 2019, USAID TEAM met with management in the five focus municipalities to present and discuss municipal graduation and municipal capacity assessment results. USAID TEAM also used this as an opportunity to solicit adaptive management feedback from the project's municipal counterparts.

The following are the main issues discussed with municipal representatives:

- Penalties should be applied to economic operators for delays without justification,

Actions taken: USAID TEAM, through the graduation sub indicator 'percentage of liquidated damages applied (penalties)' on annual basis measure the extent to which municipalities are applying procedures for liquidating damages (penalties).

- The requesting units are lacking skills in designing technical specifications,

Actions taken. USAID TEAM promoted cross-department collaboration in drafting proper technical specifications for public works (e.g., roads, schools, medical centers, parks, etc.). In Year 3, Quarter 4, the project provided workshops on drafting technical specifications to focus municipalities.

- Old cases in the courts are causing a lot of trouble. Withdrawal of finances according to judicial decisions may affect the implementation of the procurement plan. These cases should be considered by USAID TEAM during the evaluation of this indicator.

Actions taken: The USAID TEAM Finance Advisor advised municipalities to consider this issue during the process of budget planning.

- Requesting units should initiate procurement activities as planned.

Action taken. USAID TEAM Procurement Advisors are promoting cross-department cooperation to implement procurement plans as planned.

- Municipalities should work more on the budget planning process, so the budget and the procurement plan are harmonized. This would decrease the number of unplanned activities.



DISCUSSING GRADUATION RESULTS IN THE MUNICIPALITY OF VUSHTRRI



PUBLIC INFORMATION OFFICER BLERIM ZHABARI
DISCUSSING TRANSPARENCY RESULTS

Actions taken: USAID TEAM, with its subcontractor KPMG, piloted a budget planning activity in two focus municipalities (Pejë/Peć and Vushtrri/Vučitrn), employing the best practices and comprehensive tools in municipal budget planning.

In Year 4, USAID TEAM will provide budget templates designed during Year 3 to all focus municipalities through capacity-building activities that will take place when the government budget circulars are issued. The project will also monitor implementation of tools and practices in Pejë/Peć and Vushtrri/Vučitrn and introduce budget planning templates in the remaining focus municipalities.

- Municipalities need a manual for project implementation that describes processes and responsibilities from initiation of a project through implementation.

Actions taken: During Year 3, USAID TEAM built the capacity of more than 400 municipal representatives in contract management. In cooperation with MLGA, the project developed a *Contract Management Manual*, which serves as a guide to day-to-day operations of municipal contract managers. The project will continue to support Kosovo municipalities in this area by providing analysis and support in contract management processes, as well as by proposing models for successful contract management. In this regard, the project will develop SOPs, including mapping processes for project and contract management and will facilitate focus municipalities' reorganization of offices/units for project and contract management.

MEETINGS WITH MUNICIPAL MANAGEMENT

In Year 3, Quarter 3, USAID TEAM held a second round of meetings with managers from the five focus municipalities, including chairpersons of municipal assemblies, chief financial officers, finance directors, procurement managers, heads of IAUs, HR managers, and department directors, to present the results from graduation indicators and identify challenges and obstacles in their path to graduation. The following are the common findings identified during these meetings:

- Municipal representatives agreed that in order to improve their performance, they should still work to even further improve planning of the procurement activities. Meanwhile there are situations when issues are inevitable; for example, this year the Central Procurement Agency did not initiate the procurement activity for food and drinks for primary schools and, thus, Municipality of Pristina had to initiate this activity even though it is a central procurement activity.

Actions taken: To avoid initiating unplanned procurement activities (except those that are funded from potential donors and including projects funded by the Government of Kosovo), USAID TEAM worked with five focus and six second-tier municipalities to develop and initiate procurement activities with the participation and contribution of the municipal requesting units.

- Municipalities do not agree with all PRB decisions.

Actions taken: USAID TEAM helped PRB to increase transparency toward EO, CSOs, and other interested parties by livestreaming hearing sessions. PRB, supported by the project, launched the database of decisions, which will help PRB improve decision consistency. Additionally, the project supported PRB to establish a new website that is user-friendly for all stakeholders. Both products were finalized and launched at the end of Year 3.

- Municipalities require stronger contract management capabilities to track and oversee contract implementation activities, including defining responsibilities of each party involved.

Actions taken: USAID TEAM built the capacity of over 400 municipal representatives on contract management. The project also provided to the municipalities guidelines to be used as a sustainable mechanism for municipal contract/project monitoring and implementation. In cooperation with MLGA, the project developed a *Contract Management Manual*, which serves as a guide to day-to-day operations of municipal contract managers. The project will continue to support Kosovo municipalities in this area by providing analysis and support in contract management processes, as well as by proposing models for successful contract management. In this regard, project will develop SOPs, including mapping processes for project and contract management, and will facilitate focus municipalities' reorganization of offices/units for project and contract management.

- Municipalities require changes to the Law on Public Finances to allow municipalities to initiate projects without committing all funds. Because of the own-source revenues that are collected at the end of the year, municipalities plan projects considering these funds as well. Nonetheless, none of the projects that are planned to be implemented with these funds can be initiated if all of the funds are not available.

Actions taken: USAID TEAM shared this issue with MoF/Treasury Department. Steps and actions to be taken will be identified in Year 4.

- Municipalities should comment on the NAO annual report. Some of the NAO findings are disputed, such as usage of the wrong budget codes, certification of payments, etc. In addition, there is a need for legal clarification on property rights for vendors operating out of kiosks, which are technically considered municipal property.

Actions taken: During Year 3, the project Audit Advisor worked with municipalities to establish mechanisms regarding systematic follow-up and reporting on NAO recommendations. As a result, mayors of the five focus municipalities have appointed working groups to follow up and report on progress. Still, monitoring of this process will be needed in Year 4. The Audit Advisor will continue to monitor the process of commenting on the NAO draft audit report and preparing comprehensive and specific, measurable, achievable, realistic, and timely action plans to address NAO and IAU audit recommendations. Additionally, in Year 4, USAID TEAM will support NAO to establish a database with recommendations provided by NAO and to track the level of implementation.

- Municipalities lack capacity to draft technical specifications.

Actions taken: USAID TEAM promoted cross-department collaboration in drafting proper technical specifications for public works (e.g., roads, schools, medical centers, parks, etc.). In Year 3, Quarter 4, the project provided to focus municipalities workshops on drafting technical specifications.

- Municipalities lack capacities for designing projects. Some municipalities go to tendering for procurement activities without proper project design; other municipalities hire project design companies. There are cases when procurement activities are initiated without project design, which causes delays in project implementation.

Actions taken: Municipalities are facing problems with the project designs. Gjakova/Đakovica, Pristina, Gjiilan/Gnjilane, and Vushtrri/Vučitrn have companies that are developing their project designs, yet they still have problems in this regard. USAID TEAM advised municipalities not to initiate project without ensuring project design of the activity.

- Municipalities should pay the invoices only after all documentation of the project is completed.

Actions taken: USAID TEAM is in process of developing a municipal invoice management system to address the billing/Invoicing issues. USAID TEAM developed an SOP for standardizing municipal payment processes as per legal framework in force. Furthermore, the ultimate goal is to digitize the whole process of payment procedures in the five focus municipalities. This will increase municipal transparency, accountability and fiscal prudence.

- Pristina Municipality asked for additional support on basic procurement skills for the newly appointed heads of municipal departments.

Actions taken: USAID TEAM conducted a one-day workshop on basic procurement for the newly appointed heads of municipal departments of Pristina Municipality.

- Gjakove/Đakovica Municipality asked for additional support to increase capacities of the municipal staff on procurement procedures and processes.

Actions taken: USAID TEAM prepared municipal staff of focus municipalities, including Gjakove/Đakovica, to undertake procurement procedures including complicated procedures and developed helpful guidance documents, so the municipalities can continue with the proper implementation of these activities with decreasing levels of guidance from the advisors, furthering the municipalities' journey to self-reliance. USAID TEAM will continue to coach and monitor this office on the implementation of the procurement procedures.

- Vushtrri/Vučitrn and Gjiilan/Gnjilane municipality asked for support in restructuring/functionalizing project/contract management office and improving internal and external communication.

Actions taken: In regard to restructuring/functionalizing of the contract management offices with the aim of improving municipal contract management, USAID TEAM will continue to support Kosovo municipalities in this area, by providing analysis and support in contract management processes, and developing the SOP, including mapping processes for project and contract management and facilitate focus municipalities in reorganizing office/unit for project and contract management.

Regarding the communication, Vushtrri/Vučitrn municipality has established a process of communicating information's on procurement activities between procurement office and public information office through appointing responsible person.

Additionally, USAID TEAM engaged a communications specialist to design communications and public relations strategies and assist focus municipalities to implement their plans. Peja/Peć already had a Communication Strategy in place adopted by the Assembly in late 2018. However, the strategy expires at the end of this year; therefore, USAID is working with municipal management to draft a new strategy.

Vushtrri/Vučitrn and Gjiilan/Gnjilane municipalities committed to increase cooperation with EOs (organizing bid conferences).

Gjiilan/Gnjilane municipality will also:

- Analyze reasons why cancellations happened in order to prevent future cancellations without justification.
- Establish working group with municipal directors to monitor implementation of procurement plan by focusing on the remaining procurement activities planned.
- Establish a team with experts responsible to monitor and oversee project implementation.

LEARNING SUMMIT WITH CENTRAL-LEVEL INSTITUTIONS

The “Pause and Reflect” session, held on September 12, 2019, convened USAID TEAM central level partners, NAO, CHU, PPRC, and PRB. The following are some of the recommendations from this session:

- The GOK should use established mechanisms to increase accountability in the public procurement system.

Actions taken: USAID TEAM is consciously working to support the GOK on their journey to self-reliance.

- PPRC should define and increase responsibilities of the monitoring units to achieve qualitative monitoring.

Actions taken: In Year 3 the project supported the PPRC Monitoring Department to develop a methodology for risk-based selection of procurement cases for monitoring. The project, in Year 4, will continue to support the PPRC Monitoring Department staff to effectively implement the tool.

- USAID TEAM should reinforce PRB effectiveness by building a Case Management module within the e-Procurement system.

Actions taken: In Year 4, USAID TEAM will support the PPRC to develop and implement a procurement case management process. The project will work with the PPRC IT department to assess case management technical requirements. Further, the project will analyze and propose the best option for implementing the case management solution, such as integrating it within the current e-procurement platform or keeping it as a separate solution that draws information from the platform. Finally, the project will supervise the solution development phase or provide input into the GOK’s own procurement action for a case management solution.

- USAID TEAM should replicate the assistance to municipal IAUs in addressing NAO recommendations (the project's support in focus municipalities has shown positive results).

Actions taken: USAID TEAM aims to share all best practices, mechanisms, including manuals, guidelines, forms, etc., with all Kosovo municipalities. Furthermore, with the expansion of the project, 10 additional municipalities will receive direct support from USAID TEAM experts.

- The project should continue stakeholder discussion on identifying a sustainable mechanism to ensure better implementation of NAO recommendations in all institutions.

Actions taken: In Year 4, the project will establish regular "pause and reflect" meetings between the Procurement Collegium and central-level stakeholders, as a mechanism to address challenges faced by municipalities in procurement and with respect to NAO recommendations. The project will work with partner institutions to incorporate such regular meetings in their respective communication strategies. Additionally, in Year 4, the project will support NAO to establish a database with recommendations provided by NAO and track the level of implementation.



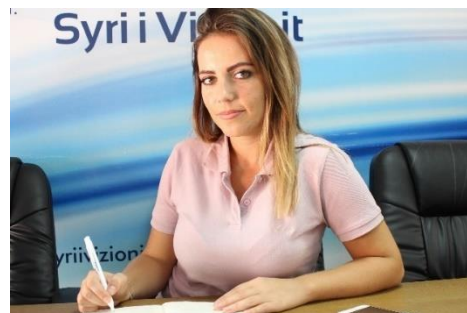
REPRESENTATIVES OF CENTRAL LEVEL INSTITUTIONS PARTICIPATING IN A PAUSE-AND-REFLECT SESSION

FOCUS GROUPS WITH CSOS THAT ARE NOT SUPPORTED BY THE PROJECT

USAID TEAM, as part of its aim to solicit feedback and recommendations on anti-corruption outcomes, met with partner and non-partner local organizations, including Polisi, based in Lipjan/Lipjane municipality, Kosovo Center for International Cooperation (KCIC), based in Gjilan/Gnjilane, GWY, based in Gjakove/Dakovica, Let's do it Peja and ERA, based in Peje/Pec, KOHA, based in Kline/Klina, and INPO and LDA, based in Ferizaj/Urosevac. Representatives of all organizations emphasized that the biggest improvements that they are witnessing regarding public procurement and transparency are the decision to open all public contracts and publication of the procurement plans by municipalities.

The main concern expressed in these meetings was how to increase the knowledge and expertise of local level CSOs to monitor public procurement.

In Year 3, USAID TEAM concluded a series of Applied Learning Workshops with local-level CSOs, which noticed an improvement of CSO capacities to monitor procurement activities and disseminate findings. USAID TEAM assessed that 41 representatives from 36 local-level CSOs are now able to monitor procurement and coherently communicate findings and recommendations to the public and stakeholders. The number represents CSO representatives based in Pristina who have provided the bulk of monitoring reports over the past few years. In Year 4, USAID TEAM will explore possibilities for co-financing of procurement monitoring activities with a Kosovo Government agency (i.e. the MLGA or its successor Ministry, PPRC, and/or the Office of Good Governance in the Office of the Prime Minister).



"THANKS TO USAID TEAM, I NOW HAVE THE KNOWLEDGE TO MONITOR PROCUREMENT PROCESSES... THIS IS GREAT EXPERIENCE AND WILL BE USEFUL."
MAJLINDA KELMENDI, PROJECT COORDINATOR OF THE CSO LET'S DO IT PEJA.

MOST SIGNIFICANT CHANGE STORIES

KNOWLEDGE AND PRACTICAL SKILLS EMPOWER CIVIL SOCIETY TO FACE THOSE WHO IT MONITORS

USAID TEAM is supporting CSOs to increase their skills to enable them to play a crucial role in demanding municipal transparency effectiveness and accountability by providing oversight over public expenditures. Through Applied Learning methodology as an innovative approach, CSOs have the opportunity to directly apply the knowledge they receive. They use real and ongoing examples of municipal procurement activities, monitor them, learn how to write a report, organize launching events, etc.



CSOS PUBLISHED MONITORING REPORTS THROUGH MEDIA PRESS CONFERENCES

One examples is that CSOs of the Pristina region monitored the implementation of a road construction project. This project is implemented through procurement restricted procedures, which have been used for the first time in Kosovo. This procedure increases competition among economic operators and engages qualified companies to implement high quality projects.

After a six-month engagement, in October 2019, CSOs representatives from Fol, Open Data, INPO, Institute Columbus, and Çohu, led by a USAID TEAM contracted facilitator, published the report through a press event.

USAID TEAM, through Applied Learning methodology, will continue to provide knowledge and expertise to local level CSOs

Leonida Molliqaj, Researcher at Çohu, and Elbasan Racaj, Project coordinator at Fol, stated that "the applied learning workshop methodology helped us to learn in detail how to monitor municipal contracts; we gained knowledge and practical skills."

Qendrim Hoxha from Ferizaj-based NGO, LDA Kosova, stated "the inclusion of citizens and CSOs is crucial to increase municipal responsibility towards its citizens. We made our first step in this direction, and we need more support to involve not only CSOs but citizens as well."

Visar Prebreza, the facilitator, said, "facts and arguments empower civil society to face those we monitor."

on procurement monitoring so they have the opportunity to directly apply knowledge they receive.

EMPOWERED CITIZENS DEMAND ACCOUNTABILITY

Veton Gusia is an architect and painter who lives in the up-and-coming Sunny Hill neighborhood of Pristina, Kosovo. Veton is active in his community, often volunteering his architectural expertise to improve the neighborhood. In coordination with the Municipality, Veton, together with a group of Sunny Hill residents, developed a proposal to build the 'Bllok-Pas-Blloku' park, which included an outdoor fitness area and ample green spaces. However, due to poor project management, the park did not turn out as expected. There was much less exercise equipment than in the original plan, the grounds often flooded, and the ramps for skateboarders posed a safety hazard. Veton tried to voice his concerns to municipal officials but could not get their attention; other residents remained silent.



"THE SOCIAL AUDIT INITIATIVE PROVIDED US ACCESS TO THE MUNICIPALITY WHILE ENABLING US TO MONITOR THE WORKS OF THE LOCAL GOVERNMENT -- AND THUS HOLD PUBLIC OFFICIALS TO ACCOUNT."
VETON GUSIA, SUNNY HILL RESIDENT AND SOCIAL AUDIT MEMBER, PRISTINE

This all changed when a local nongovernmental organization, the GLPS, introduced a new method for building social accountability. GLPS, through funding from the USAID Transparent, Effective and Accountable Municipalities activity, transformed a group of concerned citizens from the Sunny Hill neighborhood, including Veton, into social auditors. As social auditors, their job was to inspect the park, document deficiencies with the implementation of the original idea and report their findings back to the Municipality. With the involvement of GLPS, the Municipality was receptive to the findings of this group of engaged citizens. Immediately, the Municipality appointed a new project manager and set to work improving the conditions of the park. Veton and his neighbors were excited about these positive changes; he explained "... USAID's initiative came just in time, it provided us access to the municipality while enabling us to monitor the works of the local government -- and thus hold public officials to account." Veton was also grateful to Pristina Municipality for their cooperation and willingness to fix the park. Now, the Municipality is working together with citizens to implement the modifications and make the area safe and pleasant.

GLPS, through funding from the USAID Transparent, Effective and Accountable Municipalities activity, piloted social accountability tools like social auditing in the municipalities of Prishtinë/Priština and Vushtrri/Vučitrn.



EMPOWERED CIVIL SOCIETY ENSURE EFFICIENT SPENDING OF PUBLIC FUNDS

Isuf Zejna is the co-founder of and Program Manager at the Democracy Plus, a well-established CSO working in local governance and promoting democratic values in Kosovo. Isuf is a dynamic, motivated young professional actively engaged in initiatives for combatting corruption. While never holding back when it comes to raising his concerns, Isuf closely cooperates with public institutions to ensure that public funds are spend effectively and efficiently.

Recently, Isuf was engaged in monitoring the procurement processes of a few Kosovo municipalities. Isuf and his team audited many procurement activities, during which they came across a continuously occurring mistake leading to great losses of public funds. When economic operators apply for tenders, they are required to submit a price list and list of items. Very often, economic operators make arithmetical errors when they calculate the price list. Based on legislation, when these errors exceed 2% of the total amount of the tender value, they are disqualified from the tender process, even when if they offered the cheapest bid. This is a recurring issue in many public institutions. This process is time consuming and often causes significant losses for both public institutions and economic operators. For example, in the Municipality of Pristina in a procurement activity for office supplies, an economic operator was disqualified because of the arithmetic errors, despite being the lowest bidder of 75,172.50 €; the tender was awarded to another business for 146,009.70€, close to double the price of the former.



"CSOS MOST OF THE TIME TALK ABOUT POLITICAL WILL TO COMBAT CORRUPTION, BUT SOMETIMES PROBLEMS ARE AT TECHNICAL LEVEL. WITH SIMPLE INITIATIVES WE MAY TRANSFORM THE PROCUREMENT ENSURING THAT PUBLIC FUNDS ARE WELL SPEND."
ISUF ZEJNA, CO-FOUNDER OF DEMOCRACY PLUS

That all changed with the introduction of protected sheets initiated by the USAID Transparent, Effective and Accountable Municipalities. The procurement advisors of the USAID-supported project worked closely with the Democracy Plus and Kosovo municipalities to address this issue and developed a system with protected forms where the economic operators will not be able to intervene. Now, bidders do not have the possibility to change formulas when calculating prices. Isuf feels proud to be part of a win-win solution: businesses will not be disqualified due to errors, while evaluation committees of public institutions do not waste time checking data for arithmetic errors, saving time and ensuring an effective evaluation process. Isuf is grateful to the USAID project for addressing this finding while saying "...[that] CSOs most of the time talk about political will to combat corruption, but sometimes problems are at technical level. With simple initiatives we may transform procurement ensuring that public funds are well-spent."

Starting with the Municipality of Vushtrri/Vučitrn, which was the first to adopt this solution, many municipalities followed suit. To ensure uniformity, USAID Transparent, Effective and Accountable Municipalities rolled-out this practice to all 38 Kosovo municipalities.

MANAGEMENT-LEVEL ADAPTATION

USAID TEAM continuously monitors and refines its activities to ensure it is delivering maximum impact and effectiveness. During the reporting period, project-initiated activities tailored to government needs included supporting PPRC in drafting the concept note for the revised PPL and implementation of the Open Contracting Data Standard (OCDS), as well as supporting municipalities to improve their performance against graduation indicators.

The drafting of the new Kosovo PPL began this year under the sponsorship of the MoF and under the leadership of the PPRC. USAID TEAM is providing PPRC with technical support in drafting the new law. Initial observations indicated that the PPRC was failing to ensure a drafting process that was inclusive of

all relevant stakeholders. In response, the project shifted its assistance to provide PPRC with additional support by engaging an outreach specialist whose main activities will be to ensure the drafting process is more transparent and inclusive of all stakeholders in the public, private, and donor sector.

USAID TEAM planned and budgeted for the development and implementation of the Open Contracting Data Standard (OCDS) application program interface (API), which enables publication of all data from the e-procurement platform in a machine-readable digital format. As the project prepared to launch this activity, the PPRC announced their interest to utilize in-house IT capacities for the implementation of this activity. As this demonstrates an increased level of institutional maturity, the project is now shifting its approach to support the PPRC's efforts to develop the API software themselves, instead of outsourcing the production of the API through project funding. This change demonstrates one more important step towards self-reliance for the PPRC. During this quarter, the PPRC engaged a short-term IT resource who has begun work on the API in coordination with USAID TEAM's IT expert.

In the Year 3 work plan, USAID TEAM planned to help municipalities automatically publish contracts and tender notices from the e-Procurement platform on their municipal websites. USAID TEAM originally planned to outsource the development of a communication "widget" to a local vendor to implement the data sharing. However, in a meeting with the MLGA to discuss technical requirements for the Content Management System of the municipal websites, the MLGA Secretary General, Ms. Rozafa Ukimeraj, expressed the Ministry's interest to implement this system enhancement themselves. The only support that they requested from USAID TEAM was to draft the general requirements for the "Municipal Website Widget," which MLGA agreed to include in their follow-up maintenance and advancement contract with their vendor. Subsequently, the Project's IT advisor, in coordination with MLGA staff, prepared and delivered the general requirements to Ms. Ukimeraj. This is an example of an adaptation that reduced overall costs for the project while promoting the GOK's journey to self-reliance.

YEAR 3 ADAPTIVE MANAGEMENT ACTIVITY SCHEDULE

	ADAPTIVE MANAGEMENT ACTIVITIES	WORK PLAN REFERENCE	TIMELINE
1	After action review		Ongoing basis
2	Pause and reflect meetings		April, July
3	"Most significant change" stories		Ongoing basis
4	Review municipal custom work plan activities, targets achieved for adaptive management	1.1.6	May, October
5	Learning summits for adaptive management with private sector economic operators	1.1.7	June
6	Feedback from municipal government representatives	1.1.8	Ongoing
7	Focus group discussion with KNAO Anti-fraud unit for adaptive management	2.1.6	September
8	Learning summit with central level institutions to review current and future project activities	2.6.1	September
9	Reflect on effectiveness of Component 3 activities through "after action reviews" and adapt approach as needed	3.4.1	March, June, September, December
10	Solicit feedback from CSOs for adaptive management	3.4.2	March, September
11	Convene focus groups with CSOs that are not supported by the project for adaptive management	3.4.3	September

PERFORMANCE MONITORING PLAN

SUMMARY

This section presents the USAID Transparent Effective Accountable Municipalities (USAID TEAM) indicators, targets, and actuals for Year 3. It also presents the explanation of the indicators, indicators that exceeded their targets, and indicators that did not reach their targets. During Year 3, USAID TEAM measured and reported on the progress of 18 out of 19 project indicators, since indicator 6: # of focus municipalities “graduated” from the USAID TEAM program. Based on the schedule of achievements, it has no target for Year 3.

USAID TEAM has exceeded targets for 9 indicators. Indicators 3 and 4 are retired since the project shifted its assistance as part of adaptation; indicator 11 consists of preliminary data collected by USAID TEAM advisors since the official report will be published in June. Indicators 9, 10, 12 and 13 are under target. Reasons are described under each indicator below.

Data for indicator #18 are taken from the Transparency International Corruption Perception Index, and data for indicator #19 are taken from the Word Bank Control of Corruption Report.

Since USAID TEAM exercises an adaptive management approach to the project, project activities can address the evolving needs of the beneficiaries - within the scope of the project. In exercising this approach for example, USAID TEAM adapted its methodology for some activities by shifting from traditional training to practical tools – like video trainings and mechanisms used by the beneficiaries to reach project goals. Considering the shift of activities as well as the expansion of USAID TEAM’s activity scope, many of the indicators were affected. Therefore, in 2019, USAID TEAM revised the performance monitoring plan and adjusted indicators to capture adaptation and effectiveness of project assistance.

PMP INDICATOR PROGRESS

INDICATOR 1: NUMBER OF FACILITATED EVENTS GEARED TOWARD STRENGTHENING THE CAPACITIES OF USAID TEAM PARTNERS INCLUDING CENTRAL AND LOCAL INSTITUTIONS, CSOS, AND ECONOMIC OPERATORS

Indicator status:

Target for Year 3: 110

Actual: 129

Quantity exceeded: 19 events

During Year 3, USAID TEAM conducted/supported 129 activities, such as: 2 training events, 96 workshops, and 31 other events, such as roundtables, focus groups and launching events.

This indicator measures the number of events conducted which were supported and organized by USAID TEAM. Data for this indicator is reported on a quarterly basis.

INDICATOR 1	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of facilitated events geared toward strengthening the capacities of USAID TEAM partners including central and local institutions, CSOs, and economic operators	-	80	87	95	156	110	129	433	Quarterly

INDICATOR 2: NUMBER OF PEOPLE TRAINED FROM LOCAL AND CENTRAL INSTITUTIONS (PROCUREMENT, PUBLIC FINANCE, FRAUD DETECTION, HR, AUDITING), AS WELL AS REPRESENTATIVES FROM CSOS, ECONOMIC OPERATORS, AND MEDIA, THAT ARE RECIPIENTS OR PARTICIPANTS IN USAID TEAM EVENTS

Indicator status:

Target for Year 3: 1,045

Actual: 1,489 people trained

Quantity exceeded: 444 people more than anticipated

During the reporting period, USAID TEAM supported PPRC and KIPA in certifying 32 procurement officers from Kosovo's local and central-level institutions, independent agencies, and publicly-owned enterprises in Advanced Public Procurement. In addition, the project's Procurement Advisors helped draft and update eight modules for the Advanced Procurement Certification Program.

Additionally, during Year 3, 762 local level officials, 133 central level officials and 552 representatives from CSOs were actively engaged in 96 workshops to develop documents such as: the contract management manual, book of processes, handbook on internal public expenditures, integrity plans, drafting of technical specifications, monitoring of the municipal procurement through applied learning workshops, developing risk based methodology etc., that helps municipalities to improve performance in areas of public procurement processes, including contract management, public financial management, identification of potential fraud cases, etc.

Furthermore, USAID TEAM conducted 31 events, including launching events, round tables and focus groups with around 800 representatives from local and central level institutions, business representatives, and civil society from central and local levels.

This indicator measures the number of people trained from local and central institutions as well as representatives from CSOs, economic operators, and media that are recipients or participants in USAID TEAM events. This data is reported on quarterly and annual basis.

INDICATOR 2	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of people trained from local and central institutions (procurement, public finance, fraud detection, HR, auditing) as well as representatives from CSOs economic operators, and media, that are recipient or participants in USAID TEAM events	-	900	1,076	995	1,702	1,045	1,447	4,680	Quarterly/ Annually

The tables below present events conducted during Year 3 disaggregated by topic and number of participants.

TRAINING SESSIONS		EVENTS	PARTICIPANTS
Quarter 2 and Quarter 3			
1	1.3.5 Training of Trainers for Public Procurement	1	32
Total		1	32
Quarter 3			
1	Procurement training for municipal directors	1	10
Total		1	42
Total number of events and participants		2	42

WORKSHOPS		EVENTS	PARTICIPANTS
Quarter 1			
1	Developing Book of Processes	1	19
2	Transparency/Opening Contracts in Procurement	2	24
3	Applied Learning Workshop	5	29
Total		8	72
Quarter 2			
1	Present municipal graduation and organizational capacity assessment results to five focus municipalities	4	84
2	Capacity Building of members of evaluation commissions – with five focus municipalities	9	137
3	Improve sustainable internal audit practices	1	15
4	Municipal Transparency Workshop	1	26
5	Develop and Implement Handbook on Internal Public Expenditure Management Process	3	34

	WORKSHOPS	EVENTS	PARTICIPANTS
6	PRB rules of procedures	1	15
7	Use of Facebook for dissemination of messages	2	16
8	Applied Learning Workshop	3	16
9	Workshop with journalists	2	12
10	'Fol Hapur'	4	71
Total		46	570
Quarter 3			
1	Presenting semi-annual municipal graduation results	5	95
2	Development of Integrity Plan Workshop	1	17
3	Municipal Budget Planning	2	31
4	PPRC e-Procurement Enhancement Plan (2019 – 2021) – workshop	1	5
5	Interoperability between e-Procurement and KFMIS	1	15
6	Applied Learning Workshop on monitoring public procurement	1	4
7	Applied Learning Workshop on use of media	2	12
8	'FOL HAPUR' workshops	2	31
Total		15	210
Quarter 4			
1	Development of Integrity Plan	2	32
2	Contract Management	2	26
3	Developing a Code of Ethics	4	67
4	Build Capacity of Municipal Policy and Finance Committee in Audit and financial control processes	7	30
5	SOPs for the Invoice Management	1	15
6	Build Capacity for Technical Specifications	6	110
7	Implement risk-based planning to Audit areas which are more vulnerable to fraud	2	98
8	'Fol hapur'	3	217
Total		27	595
Total number of events and participants		96	1447

	ROUNDTABLES, FOCUS GROUPS, AND LAUNCHING EVENTS	EVENTS	PARTICIPANTS
Quarter 1			
1	Graduation ceremony for procurement officials	1	32
2	Public Procurement Collegium: sharing experiences/best practices – all municipalities	1	30
3	Publishing xIndex report – Riinvest	1	21
4	Publishing second benchmarking report – Democracy Plus	1	42
5	Accountability success: two municipal case studies in Kosovo - GLPS	1	38
6	Publishing annual monitoring report on public procurement - Balkan Investigative Reporting Network (BIRN)	1	52
Total		6	215
Quarter 2			
1	Learning summits for adaptive management with private sector economic operators	1	5
2	Public Procurement Collegium	1	26
3	Challenges and Recommendations of PFC and Municipal Assembly in increasing transparency and accountability	5	27
4	Launching Video Tutorials	1	27
5	Auditing Processes - Sharing Experiences	1	27
6	Sharing best practices in Municipal Finances	1	29
7	Meeting with USAID TEAM civil society partners	1	26
Total		11	167
Quarter 3			
1	Procurement Collegium	1	20

	ROUNDTABLES, FOCUS GROUPS, AND LAUNCHING EVENTS	EVENTS	PARTICIPANTS
2	Launching Contract Management Manual	1	162
3	Presentation of PPL Concept Note to International Stakeholders	1	11
4	Launching Transparency Index in Public Procurement	1	40
5	Launching of semi-annual report on monitoring PRB	1	10
6	First anniversary of the Open Procurement Transparency Portal	1	17
7	Meeting with USAID TEAM civil society partners	1	16
8	Learning summit with Central level institutions	1	11
Total		8	287
Quarter 4			
1	Procurement collegium	1	11
2	The Role of the PFC in planning financial reporting, procurement and auditing	1	14
3	Financial Performance in Budget Organizations	2	104
4	Internal Audit - Sharing Experiences	1	29
5	Roundtable of National Procurement Council	1	12
Total		6	170
Total number of events and participants		31	839

INDICATOR 3: NUMBER OF OFFICIALS (LOCAL & NATIONAL LEVEL) TRAINED IN E-PROCUREMENT

Indicator status:

Target for Year 3: 150

Actual: 0

USAID TEAM, during Year one and Year 2, provided training on e-procurement to more than 800 government officials from all public institutions. As per exit training strategy, in Year 3, the project supported PPRC and KIPA to develop online video tutorials for government officials engaged in bid opening and bid evaluation and for private sector economic operators that wish to submit bids electronically through the e-procurement platform. During 2019, there had been 175 views on the business registrations section, 563 views on preparation and submission of the bid tender dossier, 129 views for the request for reconsideration, and 144 views for complaints to the PRB.

This indicator measures the number of officials trained in e-procurement and is reported on a quarterly basis.

INDICATOR 3	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of officials (local & national level) trained in e-procurement	-	500	562	150	300	150	0	1,000	Quarterly

INDICATOR 4: NUMBER OF ECONOMIC OPERATORS AND CSO REPRESENTATIVES TRAINED IN E-PROCUREMENT AND BUSINESS ETHICS

Indicator status:

Target for Year 3: 20

Actual: 0

As part of the broader training exit strategy, USAID TEAM developed e-Learning materials (training video tutorials) hosted on the e-Procurement platform and available for all businesses and contracting authorities. USAID TEAM, in cooperation with PPRC, completed two sets of video tutorials which will enable private sector economic operators and contracting authorities to learn how to use the e-Procurement platform. Since launch, there are 395 views on the business registrations section, 1,737 views on preparation and submission of bid tender dossier, 350 views in the request for reconsideration, and 518 views for the complaints in PRB. 515 views are recorded for the tender opening process and 386 views for the evaluation process.

This indicator measures the number of representatives from both sectors trained in e-procurement and is reported on a quarterly and annual basis.

INDICATOR 4	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of economic operators and CSO representatives trained in e-procurement and business ethics	-	100	112	20	106	20	0	180	Quarterly/ Annually

INDICATOR 5: MUNICIPAL PROCUREMENT EFFECTIVENESS AND CORRUPTION VULNERABILITY (MPECV) INDEX

Indicator status:

Target for Year 3: 75

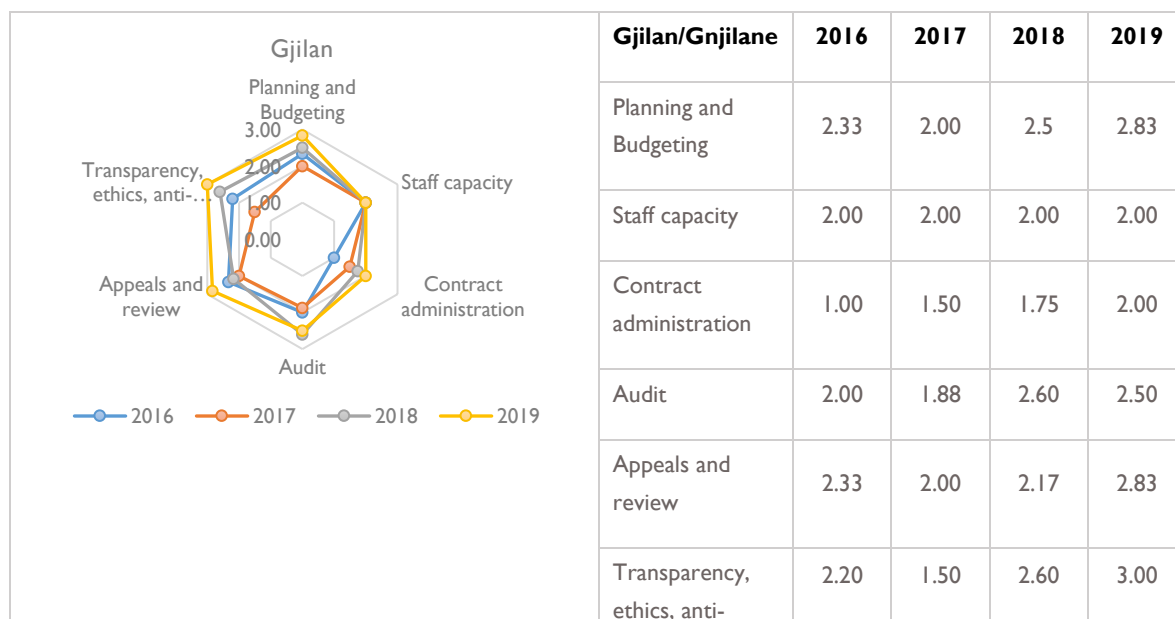
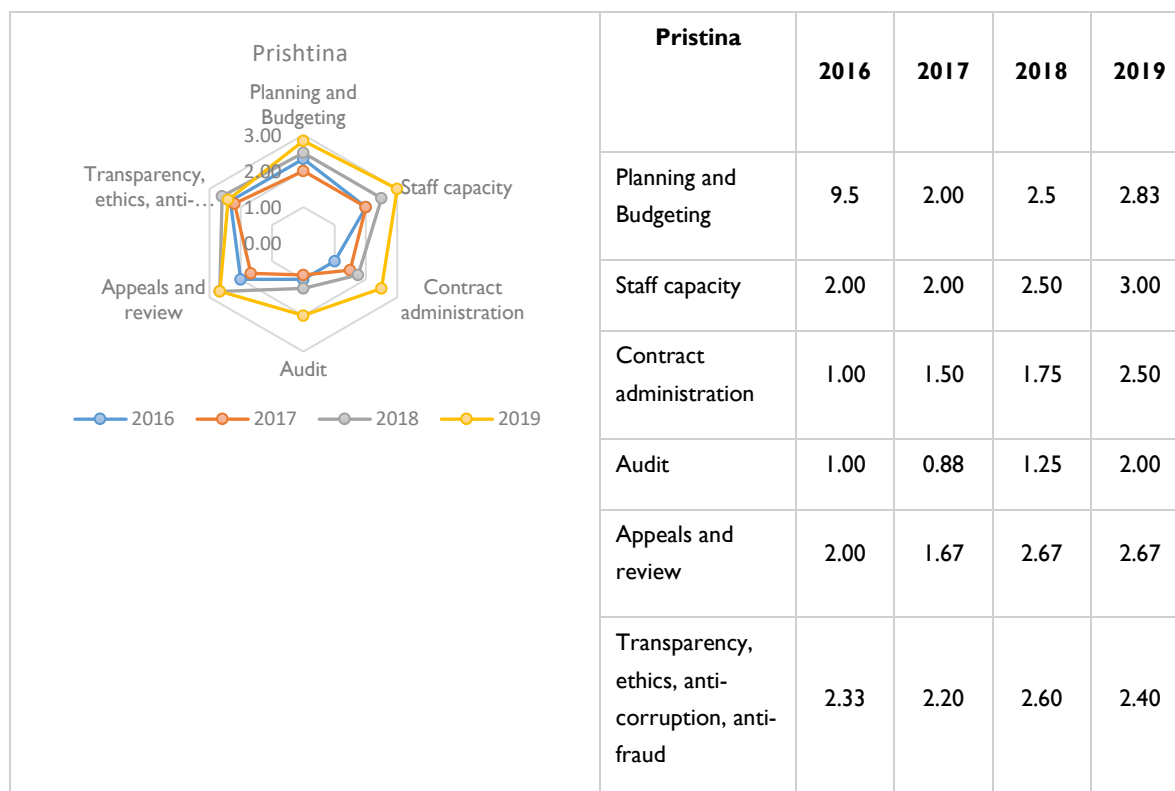
Actual: 86

Percentage exceeded: 11

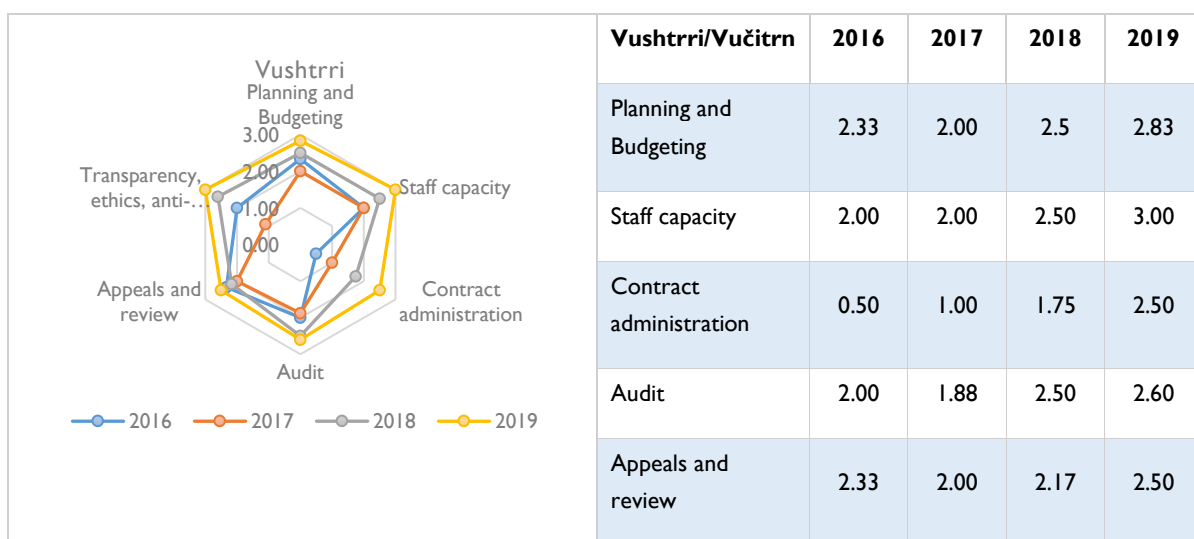
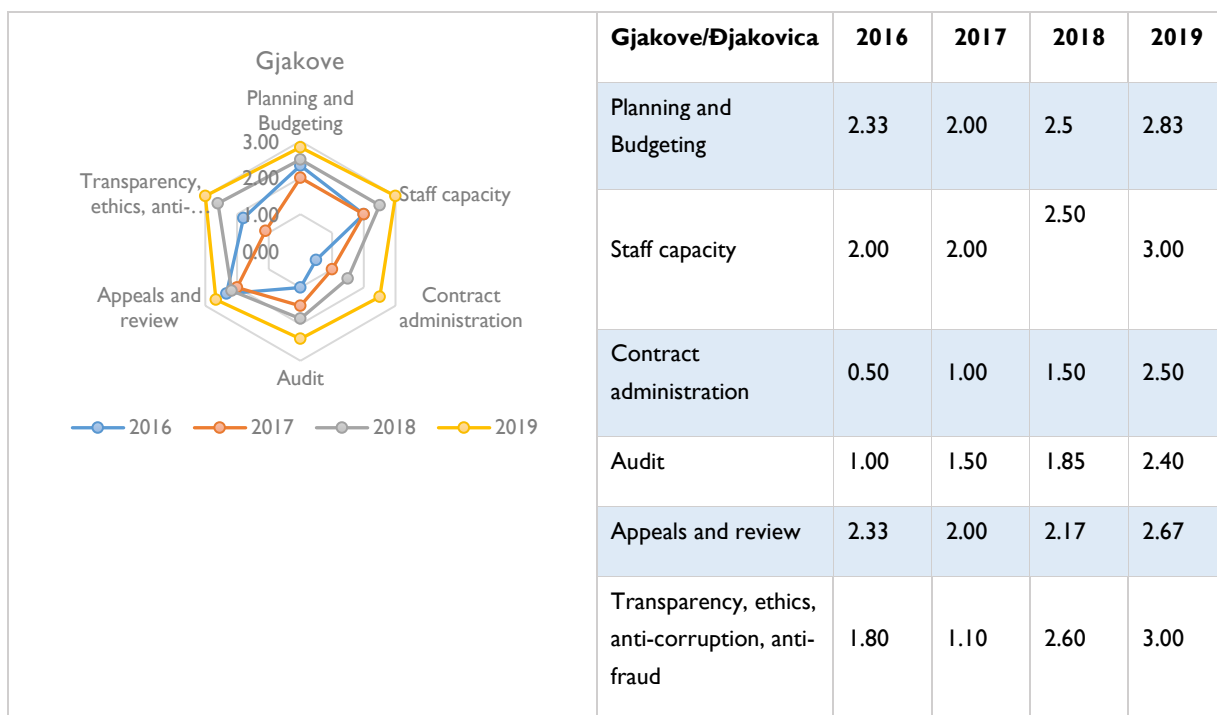
The MPECV Index measures municipal capacity and corruption vulnerabilities across six dimensions: (1) planning and budgeting, (2) staff capacity, (3) contract administration, (4) audit, (5) appeals and review, and (6) transparency, ethics, anti-corruption, and anti-fraud. Each dimension is scored from 0-3, for a maximum possible score of 18, expressed in terms of 100. Data for this indicator will be reported on an annual basis.

INDICATOR 5	BASELINE (*CORRECTED)	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
Municipal Procurement Effectiveness and Corruption Vulnerability	Pristina 59 Peja 67 Gjakova 55 Gjilan 66 Vushtrri 62 Average: 62	66	56	67	76	75	86	91	Annually

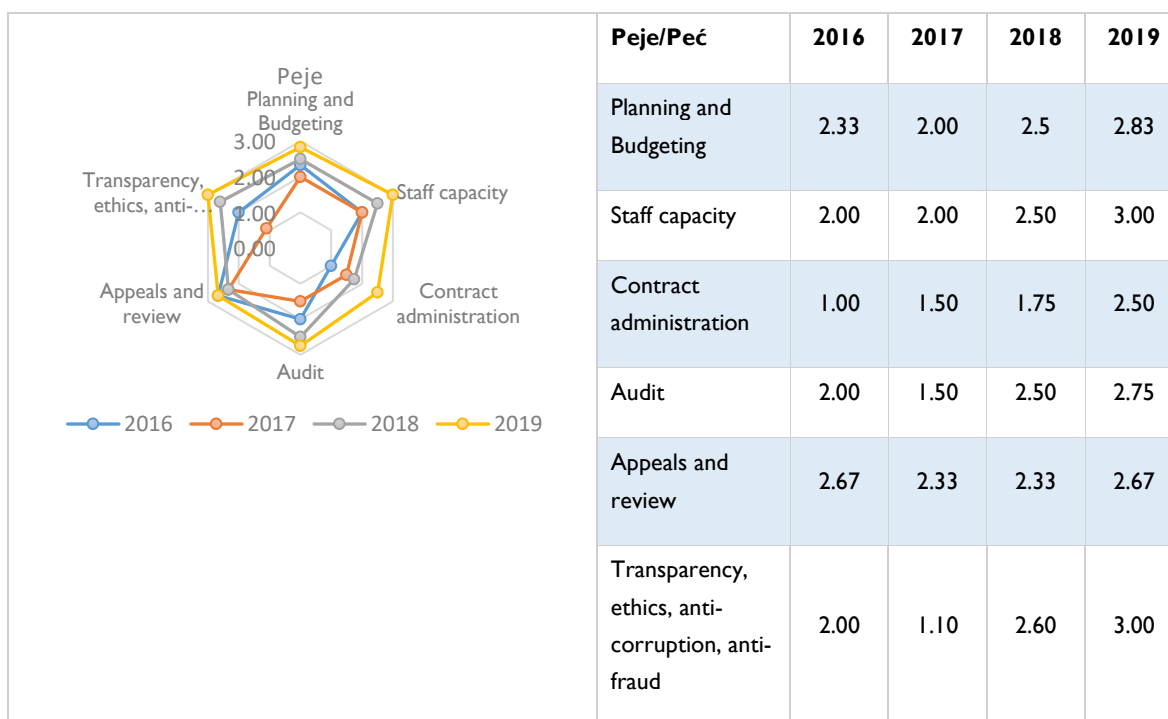
(MPECV) Index									
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	corruption, anti-fraud				
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	Transparency, ethics, anti-corruption, anti-fraud	2.00	1.10	2.60	3.00
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INDICATOR 6: NUMBER OF FOCUS MUNICIPALITIES “GRADUATED” FROM USAID TEAM ACTIVITY BASED ON THE SCHEDULE OF ACHIEVEMENTS

Indicator status:

Target for Year 3: 0

Actual: N/A

Status: N/A

During the life of project, USAID TEAM will support municipalities to make progress in addressing corruption vulnerabilities and enhancing transparency, accountability, and effectiveness of the procurement process to graduate from project assistance. To objectively measure this, USAID TEAM has developed a graduation readiness measurement tool that includes qualitative and quantitative

measures. These measures are linked to the custom workplans for focus municipalities, so as USAID TEAM supports municipalities to implement their custom workplans, this helps them graduate. Data for this indicator is reported on a quarterly and annual basis.

INDICATOR 6	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of focus municipalities "graduated" from USAID TEAM program based on the schedule of achievements	-	0	N/A	0	N/A	0	N/A	2	Quarterly/ Annually

INDICATOR 7: PERCENTAGE OF MUNICIPAL PROCUREMENT PLANS IMPLEMENTED IN FIVE FOCUS MUNICIPALITIES

Indicator status:

Target for Year 3: 74%

Actual: 82%

Percentage exceeded: 8%

This indicator measures the percent of municipal procurement plans implemented by focus municipalities, expressed as an average of the five municipalities. It is expected that by the end of the project, focus municipalities will implement an average of 92% of their procurement plans.

USAID TEAM procurement advisers through workshops assisted five focus and second tier municipalities to develop comprehensive procurement plans for 2019. The best performing municipality in this indicator in 2019 is Gjakova/Djakovica municipality with 87% of implementation of procurement plan activities followed by Vushtrri/Vučitrn with 86.54%, Gjilan/Gnjlane 83.49%, Peja/Peć 82.73% and Pristina 76.89%.

Improved percentage of procurement plan implementation reflected on the decrease of percentage of the unplanned procurement activities initiated. In 2018, 36.22 (#209) was the percentage of the unplanned procurement activities initiated, while in 2019 the percentage decreased to 17.59 (#121).

The significant progress comparing to last year is made by Gjilan/Gnjlane municipality with increased percentage of implementation from 52, 36% in 2018 to 83.49% in 2019, and Pristina municipality from 50.37% in 2018 to 76.89% in 2019.

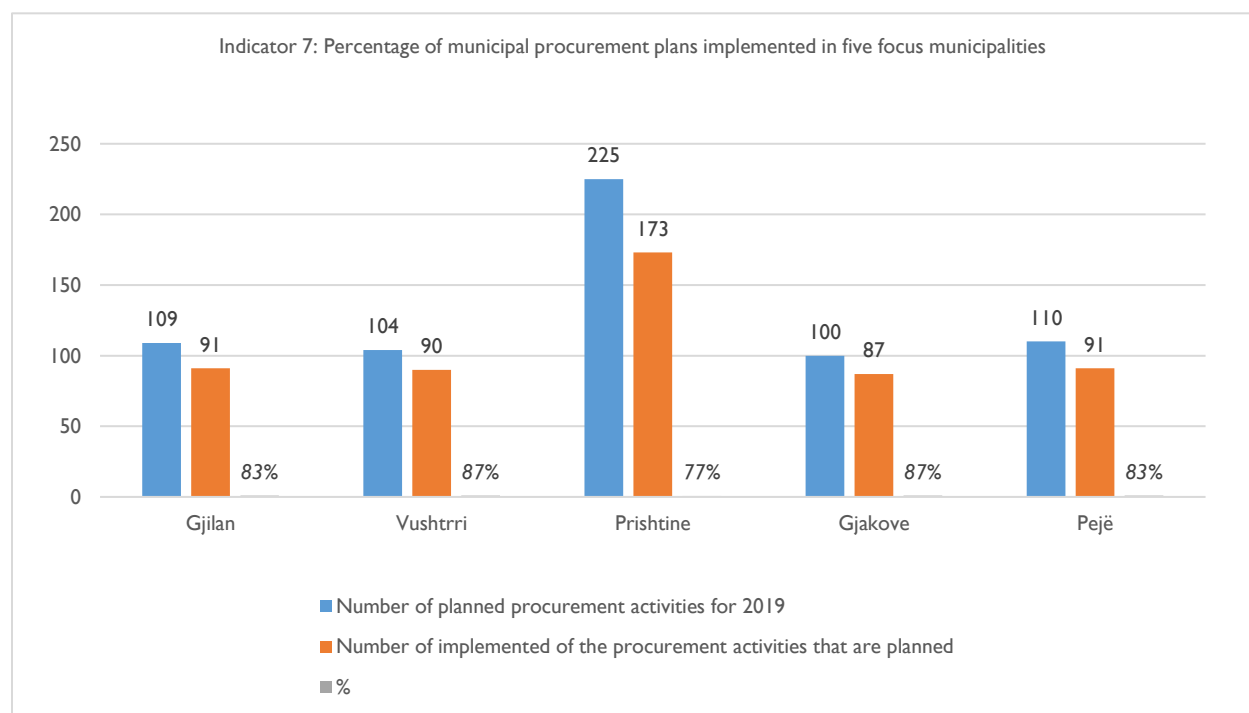
INDICATOR 7	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% of municipal procurement	60	63%	75.53%	68%	71%	74%	82.1%	92%	Annually

plans implemented in focus municipalities									
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The table below presents implementation of the procurement plans of five focus municipalities:

PERCENTAGE OF IMPLEMENTED PROCUREMENT PLANS ACCORDING TO THE PLANNED PROCUREMENT ACTIVITIES 2019

FOCUS MUNICIPALITIES	NUMBER OF PLANNED PROCUREMENT ACTIVITIES FOR 2019	NUMBER OF PROCUREMENT ACTIVITIES IMPLEMENTED IN 2019	NUMBER OF IMPLEMENTED OF THE PROCUREMENT ACTIVITIES THAT ARE PLANNED	PERCENTAGE OF IMPLEMENTED PROCUREMENT ACTIVITIES THAT ARE PLANNED	NUMBER OF PROCUREMENT ACTIVITIES IMPLEMENTED BUT NOT PLANNED	PERCENTAGE OF PROCUREMENT ACTIVITIES IMPLEMENTED THAT ARE NOT PLANNED
Gjilan/Gnjilane	109	114	91	83.49%	20	17.54%
Vushtrri/Vučitrn	104	112	90	86.54%	21	18.75%
Pristina	225	247	173	76.89%	60	24.29%
Gjakove/Đjakovica	100	109	87	87.00%	16	14.68%
Peje/Peć	110	106	91	82.73%	4	3.77%
TOTAL	648	688	532	82.1%	121	17.59%



INDICATOR 8: PERCENTAGE OF PROCUREMENTS ACTIVITIES THAT ARE CANCELED IN FIVE FOCUS MUNICIPALITIES DUE TO IRREGULARITIES

Indicator status:

Target for Year 3: 10.5%

Actual: 6.4%

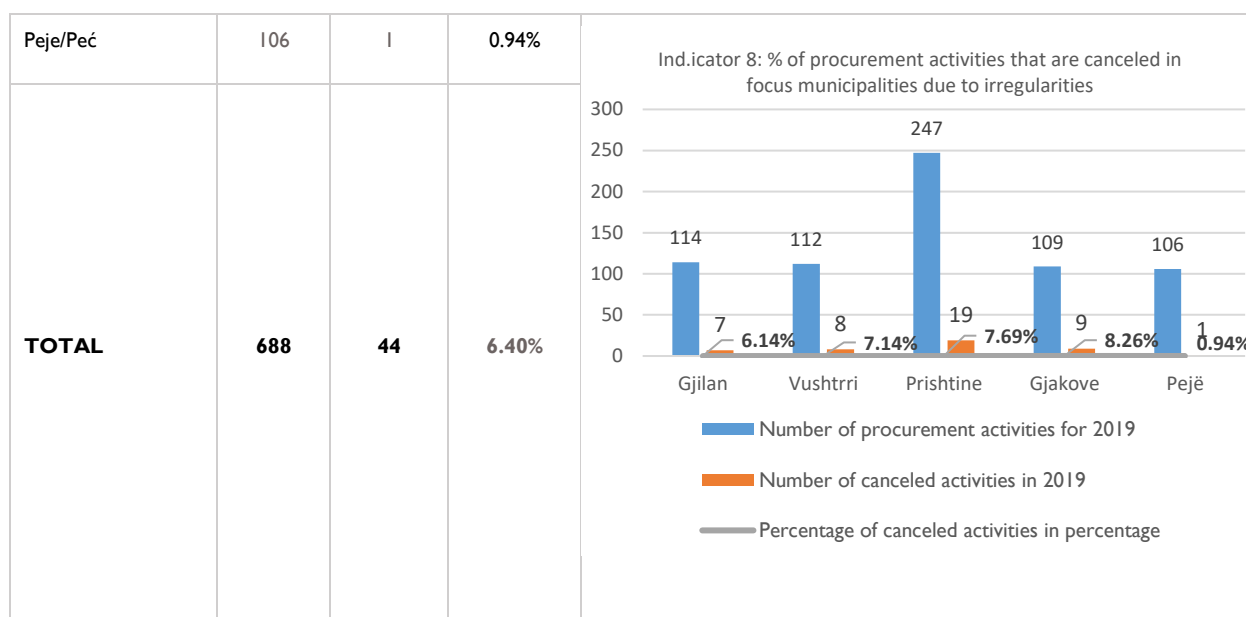
Percentage exceeded for 4.1%

In Year 3, the total number of cancelled procurement activities was 44. Peja/Pec municipality had the lowest number of procurement activities cancelled at one, Gjilan/Gnjilane cancelled 7 procurement activities, Vushtrri/Vučitrn 8, Gjakova/Djakovica 9 and Pristina 19 cancelled procurement activities, as described in the table below. The main reason given for the cancellation of the procurement activities is no bidders, unresponsive bidders, weak drafting of the technical specifications, PRB decisions, etc.

This indicator measures the percent reduction in bid cancellations for irregularities in the focus municipalities that are not covered by Article 62.2.1.

INDICATOR 8	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% of procurements activities that are canceled in focus municipalities due to irregularities	21.5%	16.5%	8.5%	13%	15.42%	10.5%	6.4%	5%	Annually

% OF PROCUREMENT ACTIVITIES CANCELED 2019			
Focus municipalities	Number of procurement activities for 2019	Number of canceled activities in 2019	Percentage of canceled activities in percentage
Gjilan/Gnjilane	114	7	6.14%
Vushtrri/Vučitrn	112	8	7.14%
Pristina	247	19	7.69%
Gjakove/Djakovica	109	9	8.26%



INDICATOR 9: PERCENTAGE USE OF “PRICE QUOTATIONS LOW VALUE” CONTRACTS CONDUCTED BY MUNICIPAL DEPARTMENTS

Indicator status:

Target for Year 3: 13%

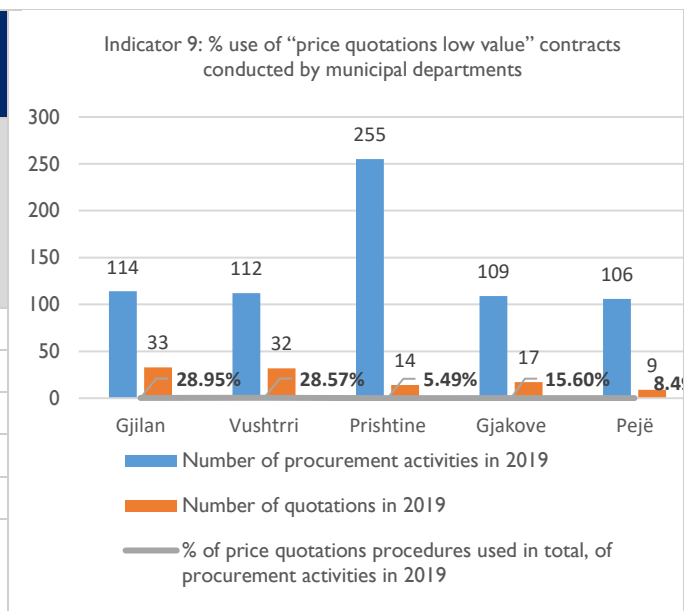
Actual: 15.9%

Percentage under target: 2.9%

USAID TEAM measures the percent decrease in the use of the price quotation - low value procedures conducted by municipal departments. Out of 696 procurement activities implemented, the price quotation procedure was used for 105 procurement activities. This represents only a 2.9 percent variance under the target.

INDICATOR 9	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% use of “price quotations low value” contracts conducted by municipal departments	22.5%	20%	14.5%	17%	17.5%	13%	15.09%	6%	Annually

% USE OF “PRICE QUOTATIONS-MINIMAL VALUE” PROCEDURES 2019			
Focus Municipalities	Number of procurement activities in 2019	Number of quotations in 2019	% of price quotations procedures used in total, of procurement activities in 2019
Gjilan/Gnjilane	114	33	28.95%
Vushtrri/Vučitrn	112	32	28.57%
Pristina	255	14	5.49%
Gjakove/Đjakovica	109	17	15.60%
Peje/Peć	106	9	8.49%
TOTAL	696	105	15.09%



INDICATOR 10: PERCENTAGE OF FOCUS MUNICIPAL PROCUREMENT ACTIVITIES SENT TO PRB FOR REVIEW (ALL MUNICIPALITIES)

Indicator status:

Target for Year 3: 7%

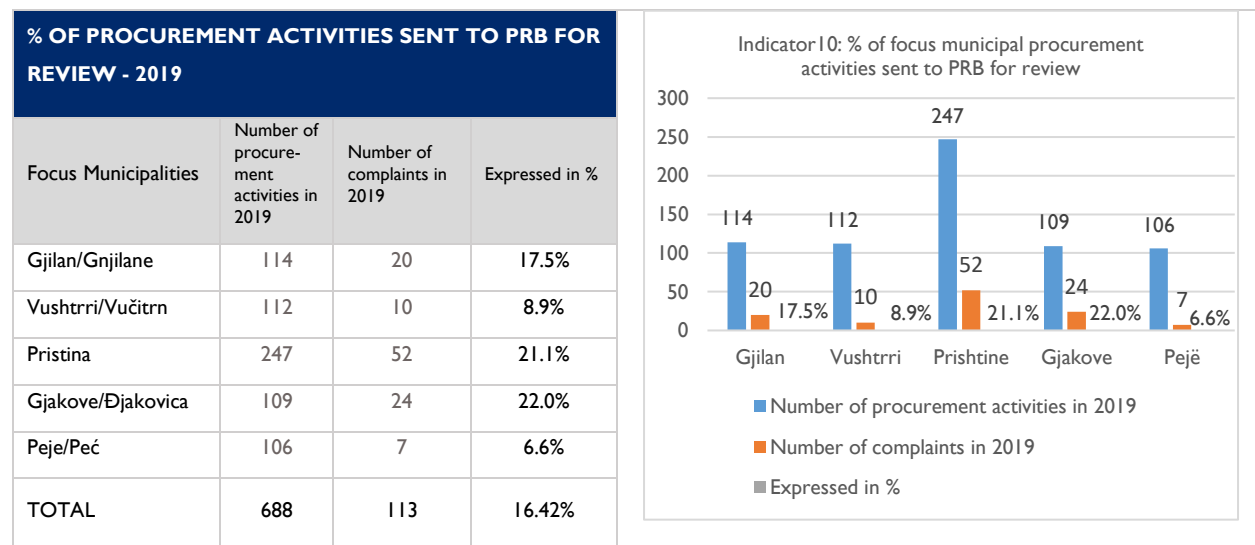
Actual: 16.42%

Percentage under target: 9.42%

The total number of complaints or bid protests reviewed by PRB in Year 3 was 113. Out of 688 procurement activities implemented, the economic operators sent their protests to PRB for 113 activities. This represents 4.92% percent variance under the target.

USAID TEAM measures the decrease of the focus municipal procurement activities sent to PRB for review. Through on-the-job training in all the procurement phases, USAID TEAM supports municipalities in drafting comprehensive tender documents, conducting objective evaluation of the tenders, and providing the unsuccessful bidders a clear justification on the result of the decision.

INDICATOR 10	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% of focus municipal procurement activities sent to PRB for review	11.5%	11%	8.17%	9%	9.5%	7%	16.42%	5%	Annually



INDICATOR 11: PERCENTAGE OF NAO PUBLIC PROCUREMENT INCLUDING CONTRACT MANAGEMENT FINDINGS THAT ARE FULLY ADDRESSED BY ALL MUNICIPALITIES

Indicator status:

Target for Year 3 73%

Actual: 56.2%

Note: current results represent preliminary data for July-December 2019. The final data will be provided through NAO official report to be published in June 2020.

In Year 3, all 38 municipalities developed comprehensive action plans to be used as a tool to address NAO recommendations. The USAID TEAM Audit Advisor supported five focus municipalities while six second tier municipalities were supported by engaged STTAs. Furthermore, the additional support by four STTAs were provided to the municipalities.

This indicator measures the extent to which municipalities follow-up and address NAO audit findings with regard to public procurement, including contract management. A finding listed in an NAO audit report will be considered addressed when the municipality has acted on NAO recommendations by removing obstacles or by putting in place sufficient controls or other administrative measures to ensure such findings will not arise in follow-up audits.

INDICATOR 11	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% of NAO public procurement including contract management findings that are fully addressed by all municipalities	38%	41%	47%	55%	55.47%	73%	56.2% (preliminary data)	85%	Annually

The table below presents preliminary results on NAO recommendations addressed during 2019. The final data will be provided through the NAO official report, to be published in July 2020.

	MUNICIPALITY	NUMBER OF 2018 NAO RECOMMENDATIONS PROVIDED IN 2019	2018 NAO RECOMMENDATIONS ADDRESSED IN 2019	NAO RECOMMENDATIONS NOT IMPLEMENTED IN NUMBER	NAO RECOMMENDATIONS IMPLEMENTED IN PERCENTAGE
1	Deqan	3	0	3	0%
2	Dragash	3	2	1	67%
3	Ferizaj	11	3	8	27%
4	Fushë Kosovë	2	1	1	50%
5	Gjakovë	3	3	0	100%
6	Gjilan	5	2	3	40%
7	Glllogoc	3	2	1	67%
8	Gracanice	1	1	0	100%
9	Han i Elezit	0	0	0	0%

	MUNICIPALITY	NUMBER OF 2018 NAO RECOMMENDATIONS PROVIDED IN 2019	2018 NAO RECOMMENDATIONS ADDRESSED IN 2019	NAO RECOMMENDATIONS NOT IMPLEMENTED IN NUMBER	NAO RECOMMENDATIONS IMPLEMENTED IN PERCENTAGE
10	Istog	6	4	2	67%
11	Junik	3	3	0	100%
12	Kacanik	1	1	0	100%
13	Kamenicë	0	0	0	0%
14	Klinë	4	1	3	25%
15	Klllokot	5	1	4	20%
16	Leposavic	2	2	0	100%
17	Lipjan	2	2	0	100%
18	Malishevë	7	2	5	29%
19	Mamushë	1	1	0	100%
20	Mitr. Veriore	2	2	0	100%
21	Mitrovicë	6	5	1	83%
22	Novo Bërdë	1	1	0	100%
23	Obiliq	4	3	1	75%
24	Partesh	1	1	0	100%
25	Pejë	5	3	2	60%
26	Podujevë	6	4	2	67%
27	Prishtinë	6	2	4	33%
28	Prizren	4	0	4	0%
29	Rahovec	6	4	2	67%
30	Ranillug	1	0	1	0%
31	Shtime	3	2	1	67%
32	Shtrpce	5	4	1	80%
33	Skënderaj	7	5	2	71%
34	Suharekë	4	2	2	50%
35	Viti	3	2	1	67%
36	Vushtrri	5	3	2	60%
37	Zubin Potok	1	0	1	0%
38	Zvecan	5	3	2	60%
TOTAL		137	77	60	56.20%

INDICATOR 12: NUMBER OF MODULES IMPLEMENTED ON E-PROCUREMENT PLATFORM

Indicator status:

Target for Year 3: 12

Actual: 11

Target not reached

The e-procurement platform consists of 12 individual modules. When USAID TEAM started its implementation in 2017, three out of 12 modules were operational. During Year 1, the project supported the activation of the e-appeal module, while in Year 2, USAID TEAM supported the implementation of three additional modules on the e-procurement platform: Audit Trail Module, Central Procurement Module, and Online Help Module.

In Year 3, the project supported PPRC IT with activation of four modules, namely: the e-PMIS (reports module), Framework Agreements Module, e-Auction Module and e-Reverse Auction Module. The activation of the final 12th module, the Contract Management Module, was postponed for the first

quarter of 2020, since major changes have to be implemented in this module to allow information inputs for the CPE tool, also under development by USAID TEAM.

This indicator measures the number of modules implemented on the e-procurement platform and will be reported on annual bases.

INDICATOR 12	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of modules implemented on e-procurement platform	3	4	(+1) = 4	7	(+3) = 7	12	(+4) = 11	12	Annually

INDICATOR 13: PERCENTAGE OF ENTRIES MADE IN CONTRACTOR PAST PERFORMANCE DATABASE (AGAINST TOTAL NUMBER OF CONTRACTS)

Indicator status:

Target for Year 3: 25%

Actual: 0

Target not reached

USAID TEAM's plan was that in Year 2 to develop and launch a Contractor Past Performance Database to enable municipal contracting authorities to record the quality of goods and services received.

Initially, the PPRC pushed back against the idea of hosting and implementing a contract management and contractor past performance evaluation tool within the e-Procurement platform. Their reasoning was that procurement processes end with the signing of contracts, and that any process after that is the responsibility of other institutions. USAID TEAM managed to convince PPRC leadership that contract management is already part of the e-Procurement system and an integral part of the overall procurement cycle. After delays, the PPRC agreed to host both the contract management module and the contractor past performance module within the e-Procurement platform, and USAID TEAM in Year 2 began drafting Terms of References for the design and implementation of the contract management module.

In Year 3, USAID TEAM contracted the vendor to upgrade the Contract Management Module and to develop the CPE tool that will feed the Contractor Past Performance Database. Both the CM and CPE are expected to launch during the first quarter of 2020.

This indicator measures the percentage of contracts for which contracting authorities in all municipalities enter past performance information into the system against the total number of contracts. This indicator measures entries for large and medium value contracts only.

INDICATOR 13	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR TWO TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
% of entries made in Contractor Past Performance Database (against total number of contracts)	0	0	N/A	10%	0	25%	0	60%	Quarterly/ Annually

INDICATOR 14: NUMBER OF PROCUREMENT FRAUD CASES DETECTED BY THE NAO FRAUD UNIT AND HANDED OVER TO PROSECUTOR

Indicator status:

Target for Year 3: 3

Actual: 26

Target exceeded for 23 cases

In Year 3, USAID TEAM worked with NAO to monitor and strengthen the role of the NAO Anti-Fraud Unit. The Anti-Fraud Unit has reviewed all audit reports, identified 49 overall fraud cases and submitted them to the State Prosecutor for further action, whereas 26 of them specifically are in public procurement.

This indicator measures the number of municipal procurement fraud cases detected by the KNAO Fraud Unit and handed over to the prosecutor for action.

INDICATOR 14	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of procurement fraud cases detected by the NAO Fraud Unit and handed over to prosecutor	0	0	N/A	3	19	3	26	16	Quarterly/ Annually

Note: USAID TEAM had predicted a slower launch of the Anti-Fraud Unit and a slower start of identification of cases with fraud elements, and that is why the annual targets were low. In the revised version of the Adaptive management plan, the project has modified this indicator by tracking all identified cases with fraud elements that will be handed over to the State prosecutor. Following this, the project also increased annual targets.

The table below presents fraud cases identified during 2019 and handed over to the State prosecutor.

AREAS	NUMBER OF CASES	INSTITUTIONS			
		Central	Local	Public enterprises	Independent
Employment	4		2	2	

AREAS	NUMBER OF CASES	INSTITUTIONS			
		Central	Local	Public enterprises	Independent
Procurement	26	10	13	2	1
Subsidies	14	4	6	2	2
Exercising of official duty	3		2	1	
Execution of payment	2		2		
	49	14	25	7	3

INDICATOR 15: NUMBER OF MEDIA AND CSO REPRESENTATIVES TRAINED IN PROCUREMENT OVERSIGHT

Indicator status:

Target for Year 3: 28

Actual: 41

Quantity exceeded: 13

In Year 3, USAID TEAM concluded a series of Applied Learning Workshops with local-level CSOs, which saw an improvement of CSO capacities to monitor procurement activities and disseminate the findings. USAID TEAM assesses that 41 representatives from 36 local-level CSOs are now able to monitor procurement and coherently communicate findings and recommendations to the public and stakeholders. This number is in addition to CSO representatives based in Pristina who have provided the bulk of monitoring reports over the past few years.

This indicator measures the number of individual representatives of the media and CSOs who are trained in procurement oversight. This indicator is reported on a quarterly basis.

INDICATOR 15	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of media and CSO representatives trained in procurement oversight	0	59	103	50	130	28	41	221	Quarterly

Note: the annual target is exceeded since there were cases when two participants came from same CSO.

INDICATOR 16: NUMBER OF HITS ON THE PROCUREMENT TRANSPARENCY PORTAL

Indicator status:

Target for Year 3: 7,000

Actual: 21,354

Target exceeded

As of December 2019, there have been 21,354 visitors, with 11.8% returning users, to the prokurimihapur.org portal, well above the original five-year target of 10,000 hits. Civil society, investigative journalists, businesses, and even government officials report using the OPTP as a starting point for investigations or for business intelligence. This was the result of an aggressive promotion in online media outlets which evidenced 1,789,949 views (out of which 1.4 million were unique views) of OPTP promotional materials.

USAID TEAM, through its CSO partner Lëvizja FOL, developed and launched a transparency portal www.prokurimihapur.org that facilitates watchdog activities by CSOs, investigative journalists, the private sector, and the public. This transparency portal automatically pulls data from the electronic procurement system.

The life-of-projects target is at least 10,000 hits on the public procurement transparency portal. This indicator measures the number of unique and non-unique visits or “hits” on the site. This indicator is reported monthly.

INDICATOR 16	BASELINE	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of hits on the procurement transparency portal	0	0	N/A	0	4,924	7,000	21,354	10,000	Monthly

Note: Considering the increase of hits in OPTP, USAID TEAM in the revised Adaptive Management Plan increased the annual targets for Y4 and Y5, from 7000 in Y4 to 30.000 and from 10.000 in Y5 to 35.000.

INDICATOR 17: NUMBER OF CASES OF MUNICIPAL PROCUREMENT MALFEASANCE REPORTED BY CSOS

Indicator status:

Target for Year 3: 12

Actual: 17

Target exceeded: 5

This indicator measures the number of cases of alleged municipal procurement fraud or other irregularities detected and reported by CSOs through reports, websites, newspapers, social media, television programs, or other forms of media. This indicator is reported annually.

INDICATOR 17	BASELINE (IN NUMBER)	YEAR 1 TARGET	ACTUAL	YEAR 2 TARGET	ACTUAL	YEAR 3 TARGET	ACTUAL	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
# of cases of municipal procurement malfeasance reported by CSOs	8	8	8	9	10	12	17	53	Annually

Short description of reported cases:

The [article](#) prepared by Preport focuses on three main issues:

- lack of proper planning;
- citizen involvement in planning; and
- delays in implementation of works.

The ‘Mileniumi Konstruction’ company was chosen to asphalt the road that connects the village Buirce with the village Penuhe and the road in the village Sfeqel. The total value of the contract was 81,974 Euros. The project failed to meet its estimated completion timeframe of 40 days. The ‘Mileniumi Konstruction’ representative stated that the delays were due to poor weather conditions in November, when the contract was signed. As soon as the weather improved, the company continued asphaltting the roads.

One of the residents, Ramadan Dedaj, stated that the municipality recently expressed their willingness to asphalt the road and for that he is very grateful to the mayor and director of urbanism. This road connects some other villages as well as Burica and Konusevac, says Dedaj. Sabri Berisha is also happy about the paving of this road, because, as he stated, *‘asphalting this road, children will no longer go to school in the mud, as they have gone so far’*. But he says the road is built on his property, which includes 20 acres. Berisha says he will not create any obstacles as the road is at the service of all residents, but he is expecting to be compensated, as it was promised to him by local authorities. Preport has tried to obtain information from the municipality regarding the consultation with citizens and their involvement related to these roads, but they did not receive any response.

After the publication of the [article](#) about the issues with the wastewater treatment plant in the Kalabria neighborhood in Pristina, a follow-up report and multimedia story were prepared. The Municipality of Pristina signed a contract with three economic operators (Jehona Ltd, Arhiko and Beni Construction) for the construction of a collector prior to settling relevant property disputes. This project of 1.6 million euros has been delayed for two years. The consequences of these delays are affecting the residents of the neighborhood who have to smell bad odors coming from the river.

According to reports from the Municipality of Pristina, these delays have occurred due to property disputes that have yet to be resolved and the delayed work of the contractors. Since May 2019, Preportr contacted the Information Office at the Municipality of Pristina to conduct an interview with the Director of Urbanism or with any official who may comment on the matter and has requested access to the contract signed by the economic operators. Access to this information has yet to be granted to Preportr.

According to NGO INPO that monitors the work of the Municipality of Pristina, the problem with the construction of this collector has to do with poor management and planning by the municipality. The Municipality of Pristina has millions of euros worth of litigation with companies that have sued it for failure to implement contracts. In the case of the collector, all conditions have been met for the contract to be terminated. If that happens, it will provide a good legal basis for the company to sue the municipality because it showed no responsibility towards property disputes.

This [article](#) prepared by Preport presents a more positive story about the construction of roads in the Vushtrri/Vučitrn municipality. In August 2018, the municipality awarded a contract for the asphaltting of 17 local roads. The contract was divided into three lots with the total value of 442,349.34 euro. Access to procurement documentation, including the contract, was made available to the journalist who prepared the article that focuses on inclusion of citizens in defining priorities and on the level of information regarding the project implementation. According to Contract Manager Mr. Merovci, village representatives are typically informed prior to project implementation, but not the general public. Mr. Merovci noted, however, that they are always ready to meet with community members and provide all the necessary information. Citizens acknowledged that they were informed about the project but were unsure when the works would start. All planned asphaltting of the roads was implemented according to the plan except for a part in the village of Bruznik, where the ownership of one segment of the road was contested. The road works there have been put on hold until the issue is resolved.

This [article](#) represents an example of cooperation between local authorities and citizens. In July 2018, the municipality of Mitrovicë / Mitrovica through a tendering process awarded two companies to construct two roads in the villages of Kovaçicë and Stan Tërg. This project is part of the capital investments since the total value of the project is around 1.5 million euros. It is planned that works will be completed within one year. The municipality held public hearings with the citizens on the construction of these roads, and the project has been supported by the Municipal Assembly.

According to the municipal officials, the municipality of Mitrovicë / Mitrovica has been transparent with its citizens as well as with organizations and media outlets that have expressed interest in the municipal projects. The officials also pointed out that these projects were implemented per citizens' request. The Ministry of Infrastructure has also contributed to the construction of these roads. The municipality has responded to all requests for access to public documents sent by Preport, showing high levels of transparency. In the reports of other organizations, the municipality of Mitrovica is listed among the first municipalities in terms of transparency.

A follow-up [report](#) was prepared to an article that examined the purchase of a vehicle for the Family Health Center in Suhareka and claimed that the selection criteria favored one producer. The tendering procedures were completed in 2017, and the investigative report was published in 2018 highlighting the findings related to the criteria, the complaints from EOs submitted to PRB for review regarding the process, and actions undertaken by the municipality. Through the follow-up story, the investigative journalist tried to find out why the municipality or prosecutor did not take any measures to initiate a formal procedure to investigate the case with clear indications of the PPL violation.

Despite violations during the procurement process indicating that the state institution's criteria had favored a certain vehicle, the justice system has not addressed this case. In response, the procurement office stated, "as a Procurement Office we do not have any information regarding the investigation into this project; however, we are ready to face any legal steps provided for in the Public Procurement Procedures and other applicable laws". Bali Muharremaj, the Mayor of Suhareka, says that the procurement of the ambulance was carried out before his term. "I have no information about this procurement process," he said briefly by phone.

A follow-up [story](#) was published to an article on the construction of a road in the Fushe Kosove/Kosovo Polje municipality. The road, which had been constructed in 2017, was damaged shortly after the work was completed. The main reason for the damage, according to citizens, was poor planning and

supervision of work during implementation and a lack of traffic signs to prevent the traffic of heavy trucks. At the time of the first investigative report, municipal authorities stated that additional work on the road should be undertaken, including the widening of the existing road, construction of sidewalks, and installation of traffic signs. The follow-up report informs the public about the current situation including the municipality's plan to launch road rehabilitation work this year. At the end of 2018, the municipality was forced to announce a tender for the widening and re-asphalting of this road. "In addition to asphalt, the project foresees to include the construction of sidewalks. Work is underway and it is expected to be completed by 2019," said Ali Topalli, spokesperson for the Municipality of Fushë Kosovë/Kosovo Polje.

In December 2018, the newspaper Zeri published a story about the construction of a bridge built without proper procurement procedures. In May 2019, the Zeri prepared a follow-up [report](#) on the construction of a bridge in one of the neighborhoods in Gjiilan municipality. To collect more information on what measures were taken regarding this project, the newspaper also sent an inquiry to the Mayor of Gjiilan, Lutfi Haziri, but did not receive a response. The Procurement Office of the municipality denied that any procurement process for bridge construction was developed within the last two years. "I inform you that the Procurement Office did not carry out any procurement in recent years for the construction of a bridge in the Gjinolli Street. Two years ago, an atmospheric drainage was built on the road. We apologize for the delays in answering your questions, but all of this happened because we had to thoroughly research the documentation in our office," said Izet Kurteshi, Acting Chief of the Procurement Office in Pristina. After the article had been published, a formal investigation was initiated. The newspaper also sent inquiries to the municipality once the investigation began but failed to obtain an answer.

A tender to asphalt a number of roads in Obiliq/Obilić was awarded in 2019 to a consortium of three companies. The owner and the manager of one of the companies (Delta Ing) were sentenced in 2017 by the court after defrauding the municipality in relation to the asphalt,ing of several roads. According to the PPL, if the company, owner or manager is convicted of a criminal offense, they are not eligible to win or implement contracts within the next 10 years. Preportr asked the Municipality of Obiliq/Obilić whether legal violations could have been made when the contract was awarded to the consortium since the owner and the manager of Delta Ing were convicted two years prior to the tender award. The information office responded that in line with Article 65 of PPL and based on Procurement Laws, they have requested evidence from the economic operators to prove there were no sentences in place and that all three economic operators provided such proofs. In fact, the companies only submitted a document issued by the Basic Court of Pristina – the department for economic affairs – stating that they have not been declared bankrupt in the last two years and that no bankruptcy or liquidation proceedings have been initiated against them. They failed to submit any documents from the court proving the absence of convictions for a criminal offense. Surprisingly, the document from the Basic Court of Pristina was sufficient for the officials of Obiliq/Obilić to consider the companies responsible bidders (see the report [here](#)).

In 2017, the Municipality of Malisheve/Meliševo initiated procedures to build a school in Llazicë village without a specific design and construction plan. For this school, the municipality used a project design developed for another school with no prior adjustment. The tender dossier shows that the entire project is identical to the building of "Salih Bytyçi" elementary school in Shkozë. The contract for the construction of the "Gjergj Kastrioti" school, signed on July 5, 2017 between the Municipality of Malisheve/Mališevo and

N.N "Themeli" and "Electra" SH.P.K, amounted to EUR 427,745.00. The Proport team conducted an investigation of this case, visited both schools in this municipality and concluded that both schools look very similar from the outside. As a result of a lack of proper planning, this municipality had to sign an annex contract in order to have the project implemented. This addendum cost the municipality a total of EUR 41,964.95 (see the report [here](#)).

As a result of an investigative [report](#) published in February 2019 by former USAID TEAM grantee BIRN, the Basic Prosecutor of Prizren filed an indictment against the Head of the Procurement Office of Prizren. The article alleges that the Municipality of Prizren entered into an illegal contract with an economic operator after PRB ordered the Municipality to cancel the contract for the implementation of “Horizontal and vertical marking and placement of barriers in the streets of Prizren” project. The procurement office of Prizren was against the signing of the contract, but the Mayor disregarded this advice and went ahead with the signing. BIRN, following a lengthy investigation, sent a letter to the Prosecutor listing the alleged violations. USAID TEAM examined the steps taken by the Municipality, PRB and prosecutor and found missteps by all parties throughout this process. USAID TEAM is following-up with BIRN, PRB and the Municipality through a multi-component approach to help all parties learn from this experience.

Local-level CSOs from seven Kosovo regions developed and published reports that represent key findings on identified irregularities during the monitoring process and recommendations for improvement as part of the Applied Learning Workshop on monitoring public procurement organized by USAID TEAM subcontractor CiviKos.

CSOs from the Peja/Peć region

Representatives from Syri i Vizionit, OJQ Zana, OJQ Koha, Let's Do It Peja, Era Group and GWY from Peja/Peć region published a monitoring report on a procurement activity “Asphalting of local roads in the village of Vitomerice” in Peja/Peć municipality. The representatives reviewed all relevant documentation for this project and conducted site visits. The main findings from this monitoring process are:

- Different dates of the tender insurance validity in the contract and tender dossier,
- Names of the local roads are not specified either in the tender dossier or in the contract;
- The Municipality did not respect the deadlines for providing access to information necessary for the purpose of developing the report.

The [report](#) was shared with relevant municipal authorities prior to being published.

CSOs from the Pristina region

Representatives from CPHU, INPO, FOL, Demokracia fillon këtu, Open Data Kosovo and Instituti Kolumbus from the Pristina region published a monitoring report on the “Roundabout in Lakrishtë - Roundabout in Arbëri” procurement contract. The tendering process for this project has been accompanied by difficulties due to abnormally low prices offered by economic operators. The report called for the amendment of PPRC rules to further clarify that contracting authorities can reject bids

with abnormally low prices in items. The [report](#) was shared with relevant municipal authorities prior of being published.

CSOs from the Prizren region

Representatives from EC Ma Ndryshe, the Institute for Sustainability and Development of Youth, KDI, OJQ Avoko and PRAK Kosova from Prizren region published a monitoring report on the “Pool of Irregularities” procurement activity presenting an analysis of the procurement process for construction of the Olympic Pool in Prizren. The report shows poor documentation of acceptance of goods. It also covers the complaints process at PRB. Two complaints were filed at PRB claiming that the Economic Operator who won the tender attached a fictitious contract as a proof—a contract for the construction of a private pool, which PRB considered legitimate and a proof of experience. On the transparency side, local-level CSOs noted that the Municipality of Prizren recognizes only physical copies of the requests for access to public documents and does not accept requests via email. The draft report was shared with the Municipality of Prizren prior to being disclosed to public, but no comments were provided to general findings and recommendations. The opposition party (PDK) used the report to attack the Mayor for not stopping the award procedure to construct the Olympic Pool. The Mayor of Prizren municipality through Facebook post confirmed that he supports the presented findings but highlighted the fact that he cannot be held accountable since the contract had been awarded before his term began (see the report [here](#)).

CSOs from the Mitrovica/Mitrovica South region

Representatives from 7 Arte, CBM, IQS, CDO and Mundesia from Mitrovica/Mitrovica South published a [report](#) on the “Industrial Recycling Center for presorted or mixed waste” procurement activity. This report uncovered a number of mistakes or omissions related to this high-value procurement. For example, an Excel spreadsheet included in the tender dossier had a mathematical error in the English-language version omitting VAT in the calculation of the total price, but the Albanian version had the correct VAT calculation. As a result, any bidder submitting in English, an official language, was considered non-responsive because they omitted VAT. There were also irregularities around the date of the submission and changes in the date as a result of questions or clarifications. The CSOs shared a draft of the report with the Municipality of Mitrovica prior to public discussions. The Municipality of Mitrovica South issued a [reaction](#) following the publication of the procurement monitoring report, calling the report politically motivated. CSOs representatives issued a counter-reaction stating that the report was sent to the Municipality for comments and that nothing in the report was politically motivated.

CSOs from the Ferizaj/Uroševac region

Representatives from LDA-Kosova, INPO, Gjethi, and CEDF from the Ferizaj/Uroševac region published a [report](#) containing findings from monitoring the municipal procurement activity “Construction of school gymnasium (sports hall) in the village of Gaçke - second phase.” The findings reveal the need to strengthen the rule of law, starting from the procurement planning phase to the signing of the contract. Furthermore, the findings indicate the need to increase accountability of public officials who are directly or indirectly involved in the initiation and implementation of procurement.

In the Gaçke’s case, the municipality entered into contractual relations in the amount that was higher than available funds of the municipality. This act represents a violation of Article 9 of the Law on Public

Procurement and the Law on Public Financial Management and Accountability of the Republic of Kosovo. This situation raises the risk for increasing contractual obligations which later can cause financial difficulties for the municipality. Furthermore, it increases the risk of payments through enforcement, which would affect and jeopardize the financing of other projects. The report was picked up by the opposition party in Ferizaj and various news outlets, including local TV broadcaster and Koha Ditore. The report was shared with relevant municipal authorities prior of being published.

CSOs from the Gjilan/Gnjilane region

The NOPM, KCIC, KAND and Dardana Press representatives from the Gjilan/Gnjilane region published a [report](#) on the “Construction of the Square over the River Mirusha South” procurement activity in Gjilan. The municipality did not plan the project costs according to the legal and practical standards. Pursuant to the LPP, the Municipality should carefully analyze its needs for the amount of goods, works and services so that they meet, in the longest possible time, its needs. Since this project was not approved in the Municipal Budget by the Municipal Assembly, it violated Article 17 of the Law on Public Finances and Accountability, which mandates that public money shall only be used for approved public goals. No public authority, budget organization, person or enterprise can deviate, misimplement, expose or use irregularly public money. In addition, this project was never discussed or voted on by the Municipal Assembly, the highest Municipal decision-making body responsible for budget adoption. Additionally, the monitoring group found that deadline for submission of offers was shortened, which is not in accordance with the Law on Public Procurement. The report was shared with relevant municipal authorities prior of being published.

CSOs from the Mitrovice/Mitrovica North region

Representatives from Activ, ACDC, HCM, NCI from the Mitrovice/Mitrovica North region prepared a monitoring [report](#) on “Procurement activities for the second phase of the construction of a sports hall and a fire station in North Mitrovica”. The monitoring group found out that neither of the projects was included in the budget/procurement planning of the municipality for 2018. It was a challenge for the monitoring group to find projects’ funding sources. It was revealed that both projects were supported by the development funds for municipalities in northern Kosovo. There is no information available on how these funds are managed; neither it is known how the municipalities can apply for funding or its selection criteria. Even though no discriminatory conditions were found during the tender dossier analysis, there was a single bid in both cases submitted by the same economic operator. This was very surprising since it had to do with open procedure, where the tender dossier was downloaded from e-Procurement dozens of times in both cases, and according to the data from the Kosovo Business Registration Agency, there are more than 350 active companies that provide construction services in Kosovo, out of which 15 in northern municipalities. The monitoring group was unable to access any documents related to contract management because the municipality of North Mitrovice/Mitrovica did not provide required documents under the justification that they are transferring their archive. Due to sensitivity of the political situation in this region, CSO representatives that were part of this group did not feel comfortable to publish the report under their logo. This is the reason why the report was published by CiviKos.

INDICATOR 18: TRANSPARENCY INTERNATIONAL'S CORRUPTION PERCEPTION INDEX

Based on expert opinion from around the world, the Corruption Perceptions Index measures the perceived levels of public sector corruption worldwide. The findings are less than encouraging. Not a single country comes close to top marks, while over 120 countries score below 50 on the scale of 0 (highly corrupt) to 100 (very clean). This means less than a third of countries are even above the midpoint. This indicator is reported annually. However, USAID TEAM does not have a target for this indicator and no project activities directly influence the CPI and there is no clear attribution of project activities to changes in the CPI score. This indicator is included as an informational indicator only capturing broader trends in corruption

Transparency International published the Corruption Perception Index 2019 on January 2020. Kosovo is ranked as the 101 (out of 180 countries) from 93 a year ago. Average score 36.

https://files.transparency.org/content/download/2172/13704/file/CPI2017_FullDataSet.xlsx

INDICATOR 18	BASELINE	YEAR 1 TARGET	ACTUAL 2017	ACTUAL 2018	ACTUALS 2019	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
Transparency International's Corruption Perception Index	36 (2016) – global average was 43	N/A	39 (2017)	37 (2018)	36 (2019)	N/A	Annually

INDICATOR 19: WORLD BANK CONTROL OF CORRUPTION INDICATOR

Control of Corruption captures perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests.

The World Bank presents the country's score as an aggregate indicator, in units of a normal distribution, i.e. ranging from approximately -2.5 to 2.5.

However, USAID TEAM does not have a target for this indicator and no project activities directly influence the Control of Corruption Indicator. There is no clear attribution of project activities to changes in the World Bank indicator. This indicator is included as an informational indicator only capturing broader trends in corruption.

<https://databank.worldbank.org/data/source/worldwide-governance-indicators/preview/on#>

INDICATOR 19	BASELINE	YEAR 1 TARGET	ACTUAL 2017	ACTUAL 2018	ACTUAL 2019	LIFE OF PROJECT TARGET	REPORTING FREQUENCY
World Bank Control of Corruption Indicator	-0.5 (2015)	N/A	-0.4 (2016)	-0.5 (2017)	-0.5 (2018)	N/A	Annually

ANNEX I: ADAPTIVE MANAGEMENT PLAN INDICATORS TABLE

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments	
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target		
USAID TEAM Project Indicators																	
1	# of facilitated events geared toward strengthening the capacities of USAID TEAM partners including central and local institutions, CSOs, and economic operators	USAID TEAM will continuously monitor the performance of our partners to ensure they are contributing to a more transparent and effective procurement process at the municipal level and adjust our technical approach through facilitated events as needed.	A count of the number of events that include roundtables, training activities, forums, conferences, and related actions organized and/or supported by USAID TEAM. The definition of “event” is elaborated in the attached PIRS.	Data will be collected from project records	Data will be disaggregated based on the type of the event conducted such as trainings, workshops, round tables etc.	Quarterly	0	80	83	95	156	110	129	118	30	433	433 facilitated events
2	# of people trained from local and central institutions (procurement, public finance, fraud detection HR, auditing), recipients or participants in USAID TEAM events.	We will continuously monitor the performance of individuals who participate or are trained through USAIDTEAM events to ensure that such events are effective in spurring desirable change. We will adjust our approach as needed to promote greatest positive change.	A count of the number of officials from local and central institutions (procurement, public finance, fraud detection HR, auditing), representatives from CSOs, economic operators, and media, who were recipients or participants in USAID TEAM events.	Data will be collected from participant sign-in sheets for each conducted activity.	Trainee data will be disaggregated by sector (NGO, media, private sector, or government), institution (central and local level), and municipality at the local level, and by gender of trainee	Quarterly and Annually	0	900	1,076	995	1,702	1,045	1447	1,095	645	4,680	4,680 trainees or participants in USAID TEAM sponsored events. 500 officials from central and local levels (procurement officials, auditors/investigators and other municipal officials) trained on e-procurement .

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS									Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	
																<div>180 procurement officials trained on basic procurement - all Kosovo public institutions and municipalities (this number was provided to USAID TEAM by PPRC)</div> <div>50 municipal contract managers trained in contract management - only focus municipalities . This number is an initial number for Y1, the reason why it is 50 is that USAID TEAM concluded to train 10 municipal officials per focus municipality, while in Y2 this number increased because</div>

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																<p>contract management is a major corruption vulnerability. This training will be expanded to other municipalities .</p> <p>167 is total number of mid-level management in five focus municipalities . 94 are planned to be trained by USAID TEAM on HR.</p> <p>Out of 38 municipalities , USAID TEAM planned to train one sector chief of internal audit and one sector chief of the public finance sector. 76 auditors and finance officials from all municipalities trained on</p>

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																	audit and finance control.
3	# of officials (local & national level) trained in e-procurement	USAID TEAM will continuously monitor the effectiveness of training events to ensure that trainees are able to apply their new skills effectively in their daily work and adjust our approach to achieve positive change.	USAID TEAM, in coordination with the PPRC and KIPA, will train local and national level officials (procurement officials, bid opening committee members, evaluation committee members, IAUs, and officials from the KNAO, PRB, ACA, CHU) on the e-procurement system.	Data will be collected from participant sign-in sheets for each conducted activity.	Trainee data will be disaggregated by institution (central and local level), by municipality at the local level, and by gender of trainee	Quarterly	200	500	562	150	300	150	0	100	100	1,000	1,000 public officials trained. 500 officials from central and local levels (procurement officials, auditors/investigators and other municipal officials) trained on e-procurement. There are 170 contracting authorities all over Kosovo with around 700 procurement officials employed in these institutions. 200 were trained in December 2016 and January 2017

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																by USAID AKT. The remaining number is targeted by USAID TEAM. The target number is 1000 because 8 e-procurement modules will be functional in the upcoming years and 300 procurement officials will be trained in the newly implemented modules. For Y2 - After the trainings with bid opening and bid evaluation commissions of focus municipalities foreseen for Y1 are finished, will take place the evaluation to find out if there is a need for this training to be provided to

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																above mentioned commission for remaining municipalities . The evaluation will be conducted by KIPA and PPRC supported by USAID TEAM.
4	# of economic operators and CSO representatives trained in the training topic “e-procurement and business ethics”	USAID TEAM will adjust training events to ensure businesses are using the e-procurement system effectively and CSOs are able effectively monitor of local procurements.	This indicator measures the number of individuals from private sector economic operators and from CSOs who receive training on the use of the e-procurement system and business ethics which is offered as a single unified course.	Data will be collected from participant sign-in sheets for each conducted activity.	Quarterly and Annually	0	100	112	20	106	20	0	20	20	180	180 economic operators and CSO representatives trained. Many businesses have hired private trainers to train their employees on the use of the e-procurement system. USAID TEAM, in coordination with PPRC, AmCham and Kosovo’s Chamber of Commerce, announced on the PPRC website an invitation to all businesses

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																	not already trained. 141 EOs expressed interest to participate in this training. In addition, USAID TEAM, together with PPRC, AmCham, and KCC openly advertised to the CSO community at the same time and received a positive response from 21 CSOs. This brings us to a total number of 162 interested parties. We anticipate interest will grow over time, reaching our total goal of 180.
5	Municipal Procurement Effectiveness and Corruption Vulnerability (MPECV) Index	This indicator measures improvement / decrease of corruption risks identified in the project Needs Gap	The MPECV Index measures municipal capacity and corruption vulnerabilities across six dimensions: (1) planning and budgeting, (2) staff capacity, (3) contract administration, (4) audit, (5)	USAID TEAM municipal advisors deployed in municipalities will collect data on an annual	USAID TEAM will present disaggregated data for each of the five focus	Annually	Pristina 59 Peja 67 Gjakova 55	66	56	67	76	75	86	84	91	91	Focus and secondary municipalities score an average of 91 on the index

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
		Analysis and draft Corruption Vulnerability Assessment. This index will allow USAID TEAM to identify priority areas for technical assistance and help determine where to expand or reduce focus over time.	appeals and review, and (6) transparency, ethics, anti-corruption, and anti-fraud. Each dimension is scored from 0-3, for a maximum possible score of 18, expressed in terms of 100. Exact methodology for the MPECV Index is outlined in the PIIRS	basis based on the OECD Methodology for Assessing Procurement Systems (2009) http://www.oecd.org/gov/ethics/benchmarking-assessment-methodology-public-procurement-systems.htm	municipalities and the five secondary municipalities	Gjilan 66 Vushtrri 62 Average: 62										demonstrating a marked increase in capacity in the six dimensions. Results presented in Actual – as a result of the conducted OCAT in 2018. Since the Actual results are lower than baseline, we have modified also the targets per year.
Component One																
6	# of focus municipalities “graduated” from USAID TEAM program based on the schedule of achievements	USAID TEAM will continuously monitor the progress of focus municipalities against graduation criteria and adjust our technical interventions to promote greatest positive change.	This indicator measures the number of municipalities who meet graduation criteria (to be fully developed by USAID TEAM by the end of Y1). Criteria will include improvements in transparency, efficiency, and effectiveness of the public procurement process.	Project evaluation based on defined graduation criteria and analysis of overall USAID TEAM data, particularly the MPECV Index and other sources of municipal data	Quarterly and Annually	0	0	N/A	0	N/A	0	N/A	1	1	2	2 municipalities graduate from USAID TEAM project assistance
7	% of municipal procurement plans implemented in focus municipalities	USAID TEAM will monitor the implementation of municipal procurement plans and adjust our technical approach to promote fuller	After approval of the municipal budget, each municipality must draft a procurement plan and submit it to the mayor and the Central Procurement Agency. A municipality implement their procurement plan by carrying out procurement actions that	Municipal procurement plans, municipal procurement data, PPRC data on procurements	Annually	60*	63%	75.53%	68%	71%	74%	82.1%	82%	92%	92%	Focus municipalities will implement an average of 92% of their procurement plans.

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
		implementation of the plans.	are included in the plan. This indicator measures the percent of municipal procurement plans implemented by focus municipalities, expressed as an average of the five municipalities.	in focus municipalities	municipalities		data quality issues when assessing the baseline. We validated the baseline during Y1.										
8	% of procurements activities that are canceled in focus municipalities due to irregularities	USAID TEAM will monitor the cancellation of procurement activities and the reasons why procurement actions are cancelled. We will adjust our technical approach to minimize the number of cancellations for irregularities.	Public procurements are cancelled for many reasons, such as: inadequate budget/investment planning, lack of capacity to draft precise requirements, lack of capacity to draft tender dossiers which contain all relevant information. Article 62.2.1 of the PPL outlines the cases in which a contracting authority may legitimately cancel a procurement. This indicator measures the percent reduction in bid cancellations due to irregularities in focus municipalities that are not covered by article 62.2.1.	Municipal procurement data, PPRC data about municipal procurements, research and interviews by USAID TEAM Municipal Implementation Specialists	USAID TEAM will present disaggregated data for each of the five focus municipalities.	Annual	21.5% (PPRC Report 2016)	16.5 %	8.5%	13 %	15.42%	10.5%	6.4%	7 %	5 %	5 %	The percentage of procurements canceled due to irregularities will drop from 21.5% to 5%. This indicator contributes to improvement of the Corruption Vulnerability Assessment. Risks include inadequate budget/investment planning; inadequate procurement planning; lack of capacity to draft precise

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																requirements – design tasks; inadequate specification – specification of the object (technical documentation) adopted to the characteristics of specific tender
9	% use of “price quotations low value” contracts conducted by municipal departments	USAID TEAM will adjust our technical assistance, mentoring, and coaching in the municipalities to reduce the unfounded use of these procedures.	This indicator measures the percent decrease in the use of the price quotations low value contracts in all municipalities. The project will track procurement activities from 1000 – 10.000E.	Municipal procurement data, PPRC data about municipal procurements, interviews with municipal procurement officials	Annually	22.5%	20%	14.5%	17%	17.5%	13%	15.09%	9%	6%	6%	The use of “price quotations – low value” will drop from 22.5% to 6% of procurements.
10	% of focus municipal procurement activities sent to PRB for review	USAID TEAM will adjust its technical approach to ensure procurement actions of focus municipalities do not lead to an increase in bid protests or reviews	This indicator measures the number of complaints or bid protests sent to the PRB related to municipal procurements, expressed as a percentage of all municipal procurements.	Municipal procurement data, PPRC data about municipal procurements, PRC data, interviews with municipal officials and economic operators	Annually	11.5%	11%	8.17%	9%	9.5%	7%	15.12%	6%	5%	5%	The percentage of municipal procurement activities sent to the PRB for review will drop from 11.5% to 5%.
11	% of KNAO public procurement including contract management findings that are	The data collected for this indicator will enable USAID TEAM to assess its effectiveness in increasing the percentage of	This indicator measures the extent to which municipalities follow-up and address KNAO audit findings with regard to public procurement. A finding listed in an KNAO audit report will be considered	KNAO reports, municipal audit reports, interviews with KNAO and	Annual	38%	41%	47%	55%	55.47%	73%	56.2%	85%	N/A	85%	All Kosovo municipalities will fully address 70% of KNAO public procurement

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS									Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	
	fully addressed by all municipalities	KNAO recommendation implemented in all municipalities. USAID TEAM will adjust its coaching and mentoring to ensure that audit findings are addressed quickly and effectively.	addressed when the municipality has acted on KNAO recommendations by removing obstacles or by putting in place sufficient controls or other administrative measures to ensure such findings will not arise in follow-up audits.	municipal officials	and also the average											audit recommendations. The baseline percentage is 38 addressed recommendations for 2015 for all Kosovo municipalities . For USAID TEAM focus municipalities it is 41%. Recommendations given by KNAO to the municipalities in 2017 for year 2016, will be reported on 2018.

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
Component Two																	
1 2	# of modules implemented on e-procurement platform	USAID TEAM will adapt its technical approach at the PPRC to ensure timely implementation of additional modules.	The e-Procurement platform consists of 12 individual modules; however, only 3 are currently operational. This indicator measures the roll-out of additional modules. A module will be considered “implemented” when it is online, operational, and in use by relevant government officials and economic operators and is not duplicated by a manual process.	PPRC e-procurement implementation reports, Infodom reports, USAID TEAM IT STTA assessment reports, interviews with PPRC officials	NA	Annual	3	4	+1=4	7	7	12	11	0	0	12	The PPRC, through USAID TEAM support, will increase the number of e-procurement modules implemented from the current baseline of 3 to all 12 by the end of Year 5. PPRC, through USAID TEAM support, will increase the number of e-procurement modules implemented from the current baseline of 3 to all 12 by the end of Year 3. The remaining two years USAID TEAM will focus its support on monitoring system usage (all 12 modules), system

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																	stability, and system upgrades/enhancement
I 3	% of entries made in Contractor Past Performance Database (against total number of contracts)	USAID TEAM will modify its approach especially through coaching and mentoring of focus municipalities in Years 2-5 to ensure municipal procurement officers are using and benefitting from the system.	USAID TEAM plans to develop a Contractor Past Performance Database to enable municipal contracting authorities to capture quality of goods and services received. This indicator measures the percentage of contracts for which contracting authorities in all municipalities enter past performance information into the system against the total number of contracts. This indicator measures entries for high and medium value contracts only.	Site host, PPRC annual report, municipal reports	USAID TEAM will collect disaggregated data for each of the 38 municipalities.	Quarterly and Annually	0	0	N/A	10%	0	25%	0	40%	60%	60%	All municipalities will enter contractor past performance information for at least 60% of contracts by the end of Year 5.
I 4	# of procurement fraud cases detected by the KNAO Fraud	USAID TEAM will adapt our training technical assistance at the KNAO based	This indicator measures the number of municipal procurement fraud cases detected by the KNAO Fraud	KNAO reports, interviews with KNAO officials	NA	Quarterly and Annually	0	0	N/A	3	19	3	26	5	5	16	The KNAO Fraud Unit will detect and hand

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
	Unit and handed over to prosecutor	on results under this indicator to ensure KNAO staff are able to detect procurement fraud effectively	Unit and handed over to the prosecutor for action.														over information to the prosecutor for a minimum of 16 cases of potential procurement fraud
Component Three																	
15	# of media and CSO representatives trained in procurement oversight and media engagement	USAID TEAM will adapt its training to address different needs of media and CSOs based on their capacities and geographical scope and will modify their approach over time to achieve greatest positive change.	USAID TEAM will increase capacities of media and CSOs representatives to monitor municipal procurements through applied learning workshops. This indicator measures the number of individual representatives of media and CSOs who are trained in procurement oversight and media engagement.	Trainee sign-in sheets from project-sponsored CSO training events	Trainee data will be disaggregated by media and CSO entity, municipality at the local level, and gender of trainee	Quarterly	0	59	103	50	130	28	41	56	28	221	USAID TEAM will train 221 media and CSO representatives to monitor municipal procurements. The CiviKos Baseline Assessment of CSOs in Kosovo identified 61 CSOs that deal with transparency, procurement or civic engagement. Through CiviKos, USAID TEAM plans to train people in procurement

INDICATORS		RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
							Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
																	oversight and media engagement.
16	# of hits on the procurement transparency portal	USAID TEAM will adjust the transparency portal user interface to maximize user experience, and adjust our communications and outreach based on user feedback.	USAID TEAM will develop a municipal procurement transparency portal that will automatically mine data from the electronic procurement system. This indicator measures the number of unique and non-unique visits or “hits” on the site.	Data automatically generated by the portal site host	NA	Monthly	0	0	N/A	0	4,924	6,000	21,354	7,000	10,000	10,000	At least 10,000 hits on the public procurement transparency portal
17	# of cases of municipal procurement malfeasance reported by CSOs	USAID TEAM will modify its training approach to CSOs to ensure they are able to identify and report on cases of procurement malfeasance effectively.	This indicator will measure the number of cases of alleged municipal procurement fraud or other irregularities detected and reported by CSOs through reports, web-sites, newspapers, social media, television programs, or other forms of media.	CSO reports as tracked by the project communications expert	NA	Annually	Baseline 8	8	8	9	10	12	17	15	9	53	53 cases of procurement malfeasance reported by CSOs over the baseline. The last year target is lower because it is expected that the number of grants provided in last year will be lower.
18	Transparency International’s Corruption Perception Index	USAID TEAM will collect data from the TI CPI and report to influence positive actions at the local and national level.	Based on expert opinion from around the world, the Corruption Perceptions Index measures the perceived levels of public sector corruption worldwide. No country comes close to top marks, while over 120 countries score below 50 on the scale of 0 (highly corrupt) to 100 (very clean). This means less than a third of	https://www.transparency.org/research/cpi/overview	NA	Annually	36 (2016) – global average was 43	N/A	39		37		36				Attribution is weak or non-existent for this indicator. The project will track and report on country performance but will not be able to

INDICATORS	RELATION TO ADAPTIVE MANAGEMENT	DEFINITION OF INDICATOR	DATA SOURCE/ COLLECTION METHOD	DATA DISAGGREGATION	REPORTING FREQUENCY	ANNUAL TARGETS										Comments
						Baseline	Year 1 Target	Actual	Year 2 Target	Actual	Year 3 Target	Actual	Year 4 Target	Year 5 Target	LOP Target	
			countries are even above the midpoint.													directly impact the score. Therefore, we have not set annual project targets.
I 9	World Bank Control of Corruption Indicator	USAID TEAM will collect data from the World Bank and report to influence positive actions at the local and national level.	Control of Corruption captures perceptions to the extent of which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests. Estimate gives the country's score on the aggregate indicator, in units of a standard normal distribution, i.e. ranging from approximately -2.5 to 2.5. See http://databank.worldbank.org/data/glossarymetadata/1181/series/CC.ES	World bank (Worldwide Governance Indicator) http://databank.worldbank.org/data/reports.aspx?source=worldwide-governance-indicators	NA	Annually	36.5 (percentile rank) (2015) 0.5 (2015) 0.6 (2016)	N/A -0.4		-0.5		-0.5				Attribution is weak or non-existent for this indicator. The project will track and report on country performance but will not be able to directly impact the score. Therefore, we have not set annual project targets.

ANNEX 2: PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 1</p> <p>Name of Indicator: # facilitated events geared toward strengthening the capacities of USAID TEAM partners including central and local level institutions, CSO, and economic operators</p>
DESCRIPTION
<p>Precise Definition(s): This indicator measures events that include trainings, workshops, forums, round tables, conferences supported and organized by USAID TEAM, which will help strengthening the capacities of USAID TEAM partners. The above-mentioned activities will be conducted with central and local level institutions, independent agencies, economic operators and CSOs. By conducting these events, USAID TEAM will increase local level and central level capacities, establish and maintain networks, solicit feedback and recommendations, provide needed tools and mechanisms that leads to achieving project objectives.</p> <p>Unit of Measurement: Number.</p> <p>Data Source(s): Project records.</p> <p>Disaggregated by: Data will be disaggregated based on the type of event conducted such as training, workshop etc.</p> <p>Justification & Management Utility: This indicator will help the Project monitor partner performance and ensure they are contributing to more transparent and effective procurement processes.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: USAID TEAM Project records. USAID TEAM uses TAMIS (DAI's internal software database) to enter conducted events. USAID TEAM M&E Specialist also developed an excel database which generates the data on the events conducted.</p> <p>Method of Data Acquisition by USAID: Quarterly</p> <p>Data Source(s): TEAM Database</p> <p>Frequency/Timing of Data Acquisition: Data will be collected on an ongoing basis (after each activity conducted)</p> <p>Responsible Individual(s) at the Program: M&E Specialist and component leads</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): none</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: Data will be collected on ongoing bases to ensure implementation of planed activities</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist and Chief of Party</p> <p>Reporting of Data: quarterly and annually</p>

TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 0			
Year	Target	Actual	Notes
2017 (baseline) 0	80	83	443 events will be conducted during the project life
2018	95	156	
2019	110	126	
2020	118		
2021	30		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 2</p> <p>Name of Indicator: # of people trained from local and central institutions (procurement, public finance, fraud detection, HR, auditing), recipient or participants in USAID TEAM events</p>
DESCRIPTION
<p>Precise Definition(s): This indicator will measure the number of officials from central and local institutions (procurement, public finance, HR, auditing) representatives from CSOs, economic operators and media who were recipient or the participants in trainings supported and organized by USAID TEAM. Municipal officials will be provided with skills such as: hands-on e-procurement training, hands-on HR training; basic procurement certification training, internal auditing, public finance control, contract management, aiming to improve municipal performance related to the public procurement, auditing and public finance processes.</p> <p>Unit of Measurement: Number</p> <p>Disaggregated by: Central and local level institutions, CSOs, economic operators and gender</p> <p>Justification & Management Utility: This indicator will track number of officials trained to contribute to a more transparent and effective procurement process.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: USAID TEAM project records. Data will be collected from participant sign-in sheets for each activity conducted. This data will be regularly entered in the project excel database.</p> <p>Method of Data Acquisition by USAID: Quarterly and annual reports</p> <p>Data Source(s): TEAM Database</p> <p>Frequency/Timing of Data Acquisition: Data will be collected on an ongoing basis (after each activity conducted)</p> <p>Responsible Individual(s) at the Program: M&E Specialist and component leads</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): none</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: USAID TEAM will develop an excel database to gather data from respective institutions. The indicator will collect information on participants from focus municipalities official trained, as well as, other municipal officials supported by USAID TEAM.</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist and Chief of Party</p> <p>Reporting of Data: quarterly and annually</p>
TARGETS AND BASELINE

Baseline/Target: Baseline for this indicator is 0

Year	Target	Actual	Notes
2017 (baseline) 0	900	1,076	4680 trainees or participants in USAID TEAM sponsored events
2018	995	1,702	
2019	1,045	1,147	
2020	1,095		
2021	645		

CHANGES TO INDICATOR

Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.

THIS SHEET LAST UPDATED ON: October 2017

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 3</p> <p>Name of Indicator: # of officials (local and national level) trained in e-procurement</p>
DESCRIPTION
<p>Precise Definition(s): USAID TEAM, in coordination with the PPRC and KIPA, will train local and national level officials (procurement officials, bid opening committee members, evaluation committee members, IAUs and officials from the independent public agencies such as KNAO, PRB, ACA, and MoF CHU on the e-procurement system). These trainings will enable local and central level official to use the e-procurement platform which increases their role in the procurement processes.</p> <p>Unit of Measurement: Number</p> <p>Disaggregated by: Trainee data will be disaggregated by institution (central and local level), municipality at the local level and gender.</p> <p>Justification & Management Utility: This indicator will track the number of officials (central and local level institutions) trained to ensure that trainees are able to apply their skills effectively in their daily work. We will adjust our approach to achieve greatest positive change.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: USAID TEAM project records. Data will be collected from participant sign-in sheets for each activity conducted. This data will be regularly entered in project the excel database.</p> <p>Method of Data Acquisition by USAID: Quarterly and annual reports</p> <p>Data Source(s): TEAM Database</p> <p>Frequency/Timing of Data Acquisition: Data will be collected on an ongoing basis (after each activity conducted)</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Component 1 and 2 leads</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): none</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: Indicator will track project progress in training local and national officials on e-procurement.</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: quarterly and annually</p>
TARGETS AND BASELINE
<p>Baseline/Target: Baseline for this indicator is 0</p>

Year	Target	Actual	Notes
2017 (baseline) 0	500	562	1000 public officials trained
2018	150	300	
2019	150	0	
2020	100		
2021	100		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 4</p> <p>Name of Indicator: # of economic operators and CSO representatives trained in e- procurement and business ethics</p>			
DESCRIPTION			
<p>Precise Definition(s): USAID TEAM will provide e-procurement training to business representatives to ensure they are using the e-procurement system effectively and CSOs are able to conduct effective monitoring of local procurement. In addition, business representatives will be trained on the ethics of doing business through government contracting / public procurement.</p> <p>Unit of Measurement: Number</p> <p>Disaggregated by: Economic operators, CSOs, gender</p> <p>Justification & Management Utility: This indicator will track the number of individuals from private sector economic operators and from civic society organization who receive training on using the e-procurement system.</p>			
PLAN FOR DATA ACQUISITION			
<p>Data Collection Method: USAID TEAM project records. Data will be collected from participants signing sheets for each conducted activity. This data will be entered regularly in the Project excel database.</p> <p>Method of Data Acquisition by USAID: Annual reports</p> <p>Data Source(s): TEAM Database</p> <p>Frequency/Timing of Data Acquisition: Data will be collected on an ongoing basis (after each activity conducted)</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Component I Lead</p>			
DATA QUALITY ISSUES			
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): none</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<p>Data Analysis: USAID TEAM will develop a methodology to gather data from the respective institutions. The indicator will track project progress of increasing the capacities of representatives of private sector economic operators and CSO representatives.</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist and Chief of Party</p> <p>Reporting of Data: Annually</p>			
TARGETS AND BASELINE			
<p>Baseline/Target: Baseline for this indicator is 0.</p>			
Year	Target	Actual	Notes

2017 (baseline) 0	100	112	180 economic operators and CSO representatives trained in e-procurement and business ethics
2018	20	106	
2019	20	0	
2020	20		
2021	20		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 5</p> <p>Name of Indicator: Municipal procurement effectiveness and corruption vulnerability (MPECV) index</p>
DESCRIPTION
<p>Precise Definition(s): The MPECV Index measures municipal capacity and corruption vulnerabilities across six dimensions: (1) planning and budgeting, (2) staff capacity, (3) contract administration, (4) audit, (5) appeals and review, and (6) transparency, ethics, anti-corruption, and anti-fraud. Each dimension is scored from 0-3, for a maximum possible score of 18. We then multiply the raw number by 5.55 to express the number in a 0-100 range. The data for this indicator will be collected in the five focus municipalities and five second-tier municipalities for internal purposes. USAID TEAM will only report data from the five focus municipalities after the assessments are completed on an annual basis. The data collected from the five second-tier municipalities will be used internally to compare progress made in the five focus municipalities and assess the impact of the different forms and intensities of technical assistance. To ensure the accurate collection of data, the M&E Specialist will monitor the data collection process and Component One staff will conduct random, periodic assessments by participating directly in the process.</p> <p>Unit of Measurement: 0-100</p> <p>Disaggregated by: Dimension and municipality</p> <p>Justification & Management Utility: This indicator will track the improvement / decrease of corruption risks identified in the project Needs Gap Analysis and draft Corruption Vulnerability Assessment. This index will allow USAID TEAM to identify priority areas for technical assistance and where to expand or reduce focus over time.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: USAID TEAM municipal advisors deployed in municipalities will collect data on an annual basis based on the OECD Methodology for Assessing Procurement Systems (2009). The first assessment was conducted in March 2017. USAID TEAM started its implementation in January 2017 and because of the mobilization plan, USAID TEAM did not conduct this assessment until March. The second assessment will be conducted in January 2017 which will cover the period of time between March 2017- January 2018. For the remaining years of the project, USAID TEAM adapted its approach by conducting the assessment before the end of each year in order to have results available in January. The approach was modified so assessment results could help municipalities and project advisors design municipal custom workplan activities to help municipalities make necessary progress to fulfill graduation criteria. Since the project will end on January 2022, the last assessment will be conducted in November 2021. The data collected from the last assessment will be reported in USAID TEAM's final report.</p> <p>This data will be reported from the municipal advisors to the Project management, component leads, and M&E Specialist for analyzing and reporting. The analyzed data will help USAID TEAM not only measure the decrease of corruption but also identify and develop new approaches of adaptive management.</p> <p>Assessment questionnaire, data tables collected from questionnaires, analyzed data, and reports will be saved on DAI's Technical and Administrative Management Information System (TAMIS) and can be accessed in real time. Access to this indicator data is restricted to the M&E Specialist, Communications Specialist, Chief of Party, and Deputy Chief of Party.</p> <p>Method of Data Acquisition by USAID: Annually</p> <p>Data Source(s): USAID TEAM database saved on DAI's TAMIS</p> <p>Frequency/Timing of Data Acquisition: Data will be collected annually</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Chief of Party, Component Leads</p>
DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: n/a Known Data Limitations and Significance (if any): None Actions Taken or Planned to Address Data Limitations: n/a Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: USAID TEAM will employ a collaborating, learning, and adapting (CLA) process that incorporates continuous and systematic data verification.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: USAID TEAM will develop the methodology to gather data from municipalities Presentation of Data: Tables with description Review of Data: M&E Specialist, Chief of Party Reporting of Data: Annually (every January) - data collected for the last year of the project will be reported with the final project report.			
TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 61.22 out of 100.			
Year	Target	Actual	Notes
2017 (baseline)	Average: 61.29 Pristina 56.48 Peja 66.67 Gjakova 55.37 Gjilan 65.93 Vushtrri 62.04		Focus municipalities scored an average of 16.4 out of a possible 18 on the index, or 91 out of 100 demonstrating a marked increase in capacity in the six dimensions. USAID TEAM will use OECD methodology to assess the procurement system. Analyzed data will be reported every January.
2018	67	76	
2019	75	86	
2020	84		
2021	91		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2018			

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 6</p> <p>Name of Indicator: # of focus municipalities “graduated” from USAID TEAM program based on the schedule of achievements</p>
DESCRIPTION
<p>Precise Definition(s): This indicator measures the number of municipalities who meet graduation criteria (to be fully developed by TEAM by the end of Year One). The following criteria will include improvements in transparency, efficiency, and effectiveness of the public procurement process.</p> <ol style="list-style-type: none"> 1. Percentage of municipal procurement activities canceled; 2. Implementation of municipal procurement plans 3. Percentage of PRB decisions in favor of the Contracting Authority; 4. Regular publication of main financial, procurement and audit document on municipal website; 5. Implementation of the improved record management processed at the municipal level; 6. Increase implementation percentage of Internal and KNAO audit recommendations related to finance management, public procurement, Mayors office and HR office; 7. Increase in citizens’/CSO perception about corruption/transparency/public procurement/public finance, and 8. Municipal Procurement Effectiveness and Corruption Vulnerability (MPECV) Index Indicator #5: <p>Unit of Measurement: Number</p> <p>Disaggregated by: Municipality</p> <p>Justification & Management Utility: This indicator will track the progress of focus municipalities against graduation criteria and adjust technical interventions to promote greatest positive change</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: Project evaluation based on defined graduation criteria and analysis of overall TEAM data, particularly the MPECV Index and other sources of municipal data</p> <p>Method of Data Acquisition by USAID: Quarterly and Annually</p> <p>Data Source(s): TEAM MPECV and municipal data</p> <p>Frequency/Timing of Data Acquisition: quarterly and annually</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Chief of Party, Component I Lead</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: USAID TEAM will analyze and compare data gathered from the overall data, particularly MPECV index and other sources of municipal data.</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: annually</p>

TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 0			
Year	Target	Actual	Notes
2017 (baseline) 0	0	N/A	2 municipalities 'graduate' from TEAM project assistance.
2018	0	N/A	
2019	0	N/A	
2020	1		
2021	2		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 7</p> <p>Name of Indicator: % of municipal procurement plans implemented in focus municipalities</p>
DESCRIPTION
<p>Precise Definition(s): After approval of the municipal budget, each municipality must draft a procurement plan and submit it to the mayor and the Central Procurement Agency. A municipality implements its procurement plan by carrying out procurement actions that are included in the plan. This indicator measures the percentage of municipal procurement plans implemented by focus municipalities, expressed as an average of the five municipalities. Zero percent (0%) means there was no implementation while 100% means the plan is fully implemented.</p> <p>According to the rules and operational guidelines on public procurement, article 5.3, procurement planning is a process undertaken by contracting authorities to plan purchasing activities for a 12 month of period of time.</p> <p>Production of the annual procurement plan:</p> <ul style="list-style-type: none"> a) Eliminates the necessity of emergency procurements or waivers; b) Aggregates the requirements, wherever possible, to obtain value for money and reduce procurement costs; c) Enables the identification of framework contracts to provide an efficient, cost effective and flexible means to procure works, services or supplies that are required continuously or repeatedly over a set period of time; and d) Avoids splitting up of procurement requirements which are broadly similar or related. <p>Failure to undertake procurement planning is considered bad management and may:</p> <ul style="list-style-type: none"> a) Have a detrimental impact on the entire CA and the attainment of its objectives; b) Result in emergency procurement or waivers, in which case punitive action shall be taken against such offenders; and c) Result in splitting of procurement requirements which are broadly similar or related. <p>USAID TEAM will track the implementation progress of the municipal procurement plan by evaluating performance of the municipal departments to operate so that the goods, services, or works are in place at the time needed and to avoid emergency procurements or waivers.</p> <p>Unit of Measurement: Percentage</p> <p>Disaggregated by: Municipality</p> <p>Justification & Management Utility: This indicator will track the implementation of municipal procurement plans and adjust technical approach to promote fuller implementation of the plans.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: Municipal procurement plans, municipal procurement data, PPRC data on procurements in focus municipalities</p> <p>Method of Data Acquisition by USAID: Annually</p> <p>Data Source(s): Municipal procurement data, PPRC data about municipal procurements.</p> <p>Frequency/Timing of Data Acquisition: Data will be collected annually (preliminary data on October, final data on January)</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Municipal Implementation Specialists, Component I Lead</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p>

Procedures for Future Data Quality Assessments: TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be collected, analyzed and reported. The analyzed data will be used to advance procurement plans

Presentation of Data: Tables with description

Review of Data: M&E Specialist, Chief of Party

Reporting of Data: Annually (preliminary data on October, official final data on January)

TARGETS AND BASELINE

Baseline/Target: Baseline for this indicator is 60*

Year	Target	Actual	Notes
2017 (baseline) 60*	63%	75%	Currently, municipal procurement plans of focus municipalities are very general. TEAM will support focus municipalities to develop comprehensive procurement plans and encourage these municipalities to be transparent toward their citizens by posting procurement plans in municipal websites. It is expected that by the end of the project, focus municipalities will implement an average of 92% of their procurement plans.
2018	68%	71%	
2019	74%	82.1%	
2020	82%		
2021	92%		

CHANGES TO INDICATOR

Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.

THIS SHEET LAST UPDATED ON: July 2017

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 8</p> <p>Name of Indicator: % of procurements activities that are canceled in focus municipalities due to irregularities</p>
DESCRIPTION
<p>Precise Definition(s): Public procurements are cancelled for many reasons, such as: inadequate budget/investment planning, lack of capacity to draft precise requirements, lack of capacity to draft tender dossiers which contain all relevant information. Article 62.2.I of the PPL outlines the cases in which a contracting authority may legitimately cancel a procurement. This indicator measures the percent reduction in bid cancellations for irregularities in the focus municipalities that are not covered by article 62.2.I.</p> <p>By reducing the percentage of the cancellation of the procurement activities, municipalities will receive the works, goods and services on time, HR will be less utilized, procurement plans will be implemented. Municipal officials involved in procurement activities, such as the requesting unit and procurement department will implement procurement procedures according to the law. If all procedures are appropriately conducted, the percentage of cancelled procurement activities will be reduced.</p> <p>Unit of Measure: Percentage</p> <p>Disaggregated by: Municipality</p> <p>Justification & Management Utility: This indicator will track the cancellation of procurement activities and the reasons why procurement actions are cancelled. We will adjust our technical approach to minimize the number of cancellations for irregularities.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: Municipal procurement data, PPRC data about municipal procurements, research and interviews by TEAM Municipal Implementation Specialists</p> <p>Method of Data Acquisition by USAID: Third Quarterly reports and Annual reports</p> <p>Data Source(s): Municipal procurement data, PPRC data about municipal procurement</p> <p>Frequency/Timing of Data Acquisition: Data will be collected annually (preliminary data on October, final data on January)</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Municipal Implementation Specialists, Component I Lead</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p>Data Analysis: USAID TEAM will collect, analyze and report this data. The analyzed data will help municipalities identify irregularities on why procurement activities are cancelled. TEAM will support municipalities to address those irregularities by supporting municipal procurement officials in increasing their skills in order to reduce the percentage of bids cancelled.</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: Annually (preliminary data on October, final official data on January).</p>

TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is presented below and is taken from the TEAM perception survey 2017			
Year	Target	Actual	Notes
2017 (baseline) 21.5% (PPRC report 2016)	16.5%	8.5%	The percentage of procurements canceled due to irregularities dropped from 21.5% to 5%.
2018	13%	15.42%	
2019	10.5%	6.4%	
2020	7%		
2021	5%		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID the mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet

Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes

Project Result: Develop, refine and roll out models for transparent and accountable municipalities

Indicator # 9

Name of Indicator: % use of “price quotations - low value” contracts

DESCRIPTION

Precise Definition(s): This indicator measures the percent decrease in the use of the “price quotations - low value” procedures conducted by municipal departments.

Low value contracts are those of more than 1000 Euros and less than 10000 Euros in value.

A contracting authority may use the price quotation procedure if the intended contract concerns:

- A minimal or low value contract for works, supplies or services;
- Such works consist only of repair and maintenance;
- Such supplies or services are readily available;
- Such supplies or services do not need to be specially produced or customized; or
- There is an established market for such supplies services.

The estimated contract value determines the procedure, the languages, the time-limits, and the standard forms to be used. Splitting a public contract into smaller public contracts is a violation of the law since this is done in order to circumvent the procurement regulations and is a failure of obtaining value for money.

According to the PPL there are 4 different types of contracts:

1. Large value contracts
2. Medium value contracts
3. Low value contracts (quotation)
4. Minimal value contracts

Concluding several quotations for the same subject within the same year is a violation of the PPL as it is considered splitting up the requirements when it is widely known that the aggregation of the demands brings value for money.

Example: buying Laptops in May, with an estimated value of 6000 Euros and buying again laptops in June with estimated value of 7000 is considered a circumvention the procurement regulations.

Unit of Measure: Percentage

Disaggregated by: Municipalities

Justification & Management Utility: This indicator will track the reduce of the use of the unfounded procedures.

PLAN FOR DATA ACQUISITION

Data Collection Method: Data will be collected from municipal procurement data, PPRC data about municipal procurement, interviews with municipal procurement officials.

Method of Data Acquisition by USAID: Annually

Data Source(s): Municipal procurement data, PPRC data about procurement activities, interviews with municipal procurement officials, USAID TEAM database

Frequency/Timing of Data Acquisition: Annual

Responsible Individual(s) at the Program: M&E Specialist, Municipal Implementation Specialists, Component I Lead

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: n/a

Known Data Limitations and Significance (if any): n/a

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: n/a

Procedures for Future Data Quality Assessments: USAID TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: USAID TEAM will collect, analyze and report these data.

Presentation of Data: Tables with description

Review of Data: M&E Specialist, Chief of Party

Reporting of Data: Annually (preliminary data on October, final official data on January)

TARGETS AND BASELINE

Baseline/Target: Baseline for this indicator is 22.5%

Year	Target	Actual	Notes
2015 (baseline) 22.5%	20%	14.5%	The use of "price quotations - low value" will drop from 22.5% to 6% of procurements.
2018	17%	17.5%	
2019	13%	15.09%	
2020	9%		
2021	6%		

CHANGES TO INDICATOR

Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.

THIS SHEET LAST UPDATED ON: October 2017

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes Project Result: Develop, refine and roll out models for transparent and accountable municipalities Indicator # 10 Name of Indicator: % decrease of focus municipal procurement activities sent to PRB for review			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of complaints or bid protests sent to PRB related to municipal procurements, expressed as a percentage of all municipal procurements. This indicator measures the decrease of the percentage of the complaints sent to PRB. Municipalities should complete procurement procedures in compliance with the PPL by applying the procurement principles of equal treatment, non-discrimination, efficiency etc. so that economic operators are satisfied with municipal decisions and accordingly do not submit complaints to PRB. Unit of Measure: Percentage Disaggregated by: Focus municipalities Justification & Management Utility: This indicator will track the number of complaints or bid protests reviewed by municipalities.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Data will be collected from municipal procurement data, PPRC data about municipal procurement, interviews with municipal procurement officials Method of Data Acquisition by USAID: annual Data Source(s): Municipalities, TEAM database Frequency/Timing of Data Acquisition: annually Responsible Individual(s) at the Program: M&E Specialist, Municipal Implementation Specialists Component 1 and 2 leads			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: n/a Known Data Limitations and Significance (if any): n/a Actions Taken or Planned to Address Data Limitations: Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: USAID TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Presentation of Data: tables with description Review of Data: M&E Specialist, Chief of Party Reporting of Data: Annually (January)			
TARGETS AND BASELINE			
Baseline/Target: Baseline is 11.5%			
Year	Target	Actual	Notes
2016 (baseline) 11.5%			The percentage of municipal procurement activities sent to the PRB for review will drop from 11.5% to 5%. This indicator measures the decrease of the percentage of the complaints sent to PRB.

2017	11%	8.17%	
2018	9%	9.5%	
2019	7%	15.12%	
2020	6%		
2021	5%		
CHANGES TO INDICATOR			
Changes to Indicator: Changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet
<p>Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes</p> <p>Project Result: Develop, refine and roll out models for transparent and accountable municipalities</p> <p>Indicator # 11</p> <p>Name of Indicator: % of NAO public procurement, including contract management findings that are fully addressed by all municipalities</p>
DESCRIPTION
<p>Precise Definition(s): This indicator measures the extent to which municipalities follow-up and address NAO audit findings with regard to public procurement, including contract management. A findings list in the NAO audit report will be considered addressed when the municipality has acted on NAO recommendations by removing obstacles or by putting in place sufficient controls or other administrative measures to ensure such findings will not arise in follow-up audits.</p> <p>The project will assist all municipalities to develop comprehensive annual action plans that contain NAO recommendations, define the department responsible for corrective action, and set a timeline for implementation of each recommendation. The recommendations given by NAO to municipalities are provided through the municipal individual reports which are posted on the NAO website. The project collects these reports and identifies all technically relevant recommendations (procurement process including contract management), to be addressed with project assistance.</p> <p>Unit of Measure: Percentage</p> <p>Disaggregated by: USAID TEAM will present disaggregated data for each municipality and also the average.</p> <p>Justification & Management Utility: The data collected for this indicator will enable USAID TEAM to assess its effectiveness in increasing the percentage of NAO procurement, including contract management recommendation implemented in all municipalities. USAID TEAM will adjust its coaching and mentoring to ensure that audit findings are addressed quickly and effectively.</p>
PLAN FOR DATA ACQUISITION
<p>Data Collection Method: KNAO reports (they are legally obligated to report every June 30th), municipal audit reports, interviews with KNAO and municipal officials. Project staff will extract the findings/recommendations, from the municipal annual audit reports related to procurement and identify the percentage of the findings addressed by the municipalities in comparison with the last year's annual audit report. All mechanisms used such as municipal reports and tables with recommendations identified and recommendations addressed will be saved on DAI's TAMIS which can be accessed in real time. TAMIS read-only access for this indicator is restricted to USAID TEAM technical staff, while editing privileges are extended to the M&E Specialist, Chief of Party, and Deputy Chief of Party.</p> <p>Method of Data Acquisition by USAID: annual reports</p> <p>Data Source(s): KNAO reports, municipal audit reports, DAI's TAMIS</p> <p>Frequency/Timing of Data Acquisition: quarterly</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Component One staff and Municipal Implementation Advisor.</p>
DATA QUALITY ISSUES
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): n/a</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p>

Procedures for Future Data Quality Assessments: USAID TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data for this indicator will be collected, analyzed and reported. Analyzed data will help USAID TEAM and municipalities to identify effective mechanisms for addressing the NAO recommendations.

Presentation of Data: Tables with description

Review of Data: M&E Specialist, Component One Lead

Reporting of Data: Annually (every July assuming data is available from the NAO)

TARGETS AND BASELINE

Baseline/Target:

Baseline for this indicator is 38% procurement, including contract management recommendations extracted from 2017 report. Each year, the project will support municipalities to address procurement recommendations given by KNAO. The preliminary data for the addressed procurement, including contract management recommendations will be reported to USAID every January. The data will be verified with the KNAO report which will be published every mid-year of the year.

Year	Target	Actual	Notes
2017(baseline) 38%	38%		The baseline percentage is 38 addressed procurement, including contract management recommendations for all Kosovo municipalities during 2017.
2018	41%	47%	
2019	55%	55. 47% preliminary data	The data will be verified with the NAO report which will be published on mid-year. The final data for this indicator will be reported in October with the Mission indicators report.
2020	73%	56.2%	
2021	85%		

CHANGES TO INDICATOR

Changes to Indicator: The changes to this indicator rely on the USAID mission and will be reflected accordingly.

THIS SHEET LAST UPDATED ON: October 2018

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes Project result: Engage the central and local level in addressing municipal corruption with the procurement process Indicator # 12 Name of Indicator: # of modules implemented on e-procurement platform			
DESCRIPTION			
<p>Precise Definition(s): The e-Procurement platform consists of 12 individual modules; however, only 3 are currently operational. This indicator measures the roll-out of additional modules. A module will be considered “implemented” when it is online, operational, and in use by relevant government officials and economic operators and is not duplicated by a manual process. The aim is to fully functionalize e-procurement platform which enables all procurement activities to be conducted electronically, such as: tender notification, tender dossier, submission of bids by economic operators, bid opening and bid evaluation by municipality; appeals and review process, contract management, monitoring and auditing process etc.).</p> <p>Unit of Measurement: number</p> <p>Disaggregated by: n/a</p> <p>Justification & Management Utility: The PPRC, through USAID TEAM support, will increase the number of e-procurement modules implemented from the current baseline of 3 to all 12 by the end of Year Five</p>			
PLAN FOR DATA ACQUISITION			
<p>Data Collection Method: PPRC e-procurement implementation reports, Infodom reports, USAID TEAM IT STTA, assessment reports, interviews with PPRC officials</p> <p>Method of Data Acquisition by USAID: quarterly and annual reports</p> <p>Data Source(s): PPRC, Infodom, TEAM records</p> <p>Frequency/Timing of Data Acquisition: quarterly</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Component 2 Lead</p>			
DATA QUALITY ISSUES			
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): n/a</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.</p>			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<p>Data Analysis: after the implementation modules, USAID TEAM will focus its support on monitoring system usage (all 12 modules), system stability, and system upgrades/enhancement</p> <p>Presentation of Data: Table with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: Annually</p>			
TARGETS AND BASELINE: Target is 0 for this indicator as there is no anti-fraud unit within KNAO			
Baseline/Target: Baseline for this indicator is 3			
Year	Target	Actual	Notes

2017 (baseline) 3	4	(+1) = 4	The remaining two years, USAID TEAM will focus its support on monitoring system usage (all 12 modules), system stability, and system upgrades/enhancement
2018	7	(+3) = 7	
2019	12	(+4) = 11	
2020	-		
2021	-		
CHANGES TO INDICATOR			
Changes to Indicator: The changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administrations, and Election Processes Project result: Engage the central and local level in addressing municipal corruption with the procurement process Indicator # 13 Name of Indicator: % of entries made in Contractor Past Performance Database (against total number of contracts)			
DESCRIPTION			
Precise Definition(s): USAID TEAM plans to develop a Contractor Past Performance Database to enable municipal contracting authorities to capture quality of goods and services received. This indicator measures the percentage of contracts for which contracting authorities in all municipalities enter past performance information into the system against the total number of contracts. This indicator measures entries for high and medium value contracts only. Unit of Measurement: percentage Disaggregated by: all municipalities Justification & Management Utility: The results from this indicator will help budget organization in making informed decisions before committing to a potential contractor.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Site host, PPRC annual report, municipal reports Method of Data Acquisition by USAID: quarterly and annual reports Data Source(s): USAID TEAM, central and local level institutions, Association of Kosovo Municipalities Frequency/Timing of Data Acquisition: quarterly Responsible Individual(s) at the Program: M&E Specialist, Component 2 Lead			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: End of FY18 Known Data Limitations and Significance (if any): n/a Actions Taken or Planned to Address Data Limitations: n/a Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: USAID TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The data entered will bring to an informed decision Presentation of Data: table with description Review of Data: M&E Specialist, Chief of Party Reporting of Data: Annually			
TARGETS AND BASELINE: The baseline for this indicator is 0			
Baseline/Target: N/A			
Year	Target	Actual	Notes
2017 (baseline)	-	0	All municipalities will enter contractor past performance information for at least 60% of contracts by the end of Year 5.

2018	10%	0	
2019	25%	0	
2020	40%		
2021	60%		
CHANGES TO INDICATOR			
Changes to Indicator: The changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.2: Strengthened Effectiveness and Accountability of Assemblies, Administration, and Election Process Project result: Engage the central and local level in addressing municipal corruption with the procurement process Indicator # 14 Name of Indicator: # of procurement fraud cases detected by the KNAO Fraud Unit and handed over to prosecutor			
DESCRIPTION			
Precise Definition(s): This indicator measures the number of municipal procurement fraud cases detected by the KNAO Fraud Unit and handed over to the prosecutor for action. Unit of Measurement: number Disaggregated by: n/a Justification & Management Utility: The KNAO Fraud Unit will detect and hand over information to the prosecutor for a minimum of 16 cases of potential procurement fraud.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: KNAO reports, interviews with KNAO officials Method of Data Acquisition by USAID: quarterly and annual reports Data Source(s): USAID TEAM, CSOs Frequency/Timing of Data Acquisition: quarterly Responsible Individual(s) at the Program: M&E Specialist, Components 1 and 2 leads			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: FYI 18 Known Data Limitations and Significance (if any): n/a Actions Taken or Planned to Address Data Limitations: n/a Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: USAID TEAM will employ a Collaborating, Learning, and Adapting (CLA) process that incorporates continuous and systematic data verification.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Tracking of cases detected and handed over to the prosecutor. Presentation of Data: Data will be presented in number of cases detected and reported. Review of Data: M&E Specialist, Chief of Party Reporting of Data: Quarterly, Annually			
TARGETS AND BASELINE			
Baseline/Target for this indicator is 0			
Year	Target	Actual	Notes
2017 (baseline) 0	-		The KNAO Fraud Unit will detect and hand over information to the prosecutor for a minimum of 16 cases of potential procurement fraud

2018	3	19	
2019	3	26	
2020	5		
2021	5		
CHANGES TO INDICATOR			
Changes to Indicator: Changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.4: Civil Society Strengthened to Increasingly Engage Constructively with Government Project result: Enable civil society to track and expose corruption Indicator # 15 Name of Indicator: # of media and CSO representatives trained in procurement oversight			
DESCRIPTION			
Precise Definition(s): USAID TEAM will increase the capacity of the media and CSOs representatives to monitor municipal procurements and report cases of malfeasance to the public. USAID TEAM will train both CSOs and media representatives in procurement monitoring. For media engagement, the primary group of trainees will be drawn from local-level CSOs. However, media representatives, in limited numbers, are also invited to share their insight into the topic. This indicator measures the number of individual representatives of media organizations and CSOs who are trained in procurement oversight and how to engage media to report malfeasance to the public. Unit of Measurement: number Disaggregated by: Trainee data will be disaggregated by media and CSO entity, by municipality at the local level, and by gender of trainee Justification & Management Utility: Through applied learning workshops USAID TEAM will train media and CSO representatives to monitor municipal procurement and how to engage with media.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Trainee sign-in sheets from project-sponsored CSO training events Method of Data Acquisition by USAID: quarterly and annual reports Data Source(s): USAID TEAM, CSOs Frequency/Timing of Data Acquisition: quarterly Responsible Individual(s) at the Program: M&E Specialist, Component 3 Lead, CiviKos			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: n/a Known Data Limitations and Significance (if any): n/a. Actions Taken or Planned to Address Data Limitations: n/a. Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Tracking of trainees from media and CSOs with increased capacities in monitoring procurement Presentation of Data: Tables with description Review of Data: M&E Specialist, Chief of Party Reporting of Data: Quarterly			
TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 0			
Year	Target	Actual	Notes
2017(baseline) 0	59	103	It is expected that total of 221 media and CSO representatives will be trained on different methodologies for monitoring municipal

			<p>procurements. The target for 2017 (59) was exceeded (106) due to the broader interest for participation from local-level CSOs and media representatives than originally planned by our partner CiviKos. The Year Two target 70 was reduced to 50 because of the transition from traditional classroom-based training to a more innovative applied learning workshops with participants who have at least a basic level of knowledge on procurement monitoring. The Year Two approach applied learning workshops more targeted to suit the needs of CSO and media representatives who will monitor municipal procurement and report malfeasance. These applied learning events will be more intensive, reaching fewer participants but leading to increased number of cases of corruption exposed and reported through media.</p>
2018	50	130	
2019	28	41	
2020	56		
2021	28		
CHANGES TO INDICATOR			
Changes to Indicator: Changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Name of Result Measured: IRI.4: Civil Society Strengthened to Increasingly Engage Constructively with Government Project result: Enable civil society to track and expose corruption Indicator # 16 Name of Indicator: # of hits on the procurement transparency portal			
DESCRIPTION			
Precise Definition(s): USAID TEAM will develop a municipal procurement transparency portal that will automatically mine data from the electronic procurement system. This indicator measures the number of unique and non-unique visits or “hits” on the site. Unit of Measurement: number Disaggregated by: n/a Justification & Management Utility: USAID TEAM will adjust the transparency portal user interface to maximize the user experience, and adjust our communications and outreach based on feedback users.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Data automatically generated by the portal site host Method of Data Acquisition by USAID: quarterly and annual reports Data Source(s): Data automatically generated by the portal site host Frequency/Timing of Data Acquisition: monthly Responsible Individual(s) at the Program: M&E Specialist, Component 3 Lead, grantee FOL			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: FY18 Known Data Limitations and Significance (if any): n/a Actions Taken or Planned to Address Data Limitations: n/a Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Tracking number of hits on the procurement transparency portal Presentation of Data: Graphs Review of Data: M&E Specialist, Chief of Party Reporting of Data: Annually			
TARGETS AND BASELINE			
Baseline/Target: Baseline is not available.			
Year	Target	Actual	Notes
2017(baseline) 0	-		At least 10,000 hits on the public procurement transparency portal
2018	-	4,752	
2019	6000	21,354	

2020	7000		
2021	10000		
CHANGES TO INDICATOR			
Changes to Indicator: Changes to this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Name of Result Measured IRI.4: Civil Society Strengthened to Increasingly Engage Constructively with Government Project result: Enable civil society to track and expose corruption Indicator # 17 Name of Indicator: # of cases of municipal procurement malfeasance reported by CSOs			
DESCRIPTION			
Precise Definition(s): This indicator will measure the number of cases of alleged municipal procurement fraud or other irregularities detected and reported by CSOs through reports, web-sites, newspapers, social media, television programs, or other forms of media. Following are the steps to be undertaken in order the detected cases to be published: <ul style="list-style-type: none"> • Project partner CSO conducts a preliminary study on suspected cases. • CSO submits study to USAID TEAM proposal with allegations or charges. • The USAID TEAM committee reviews the proposal, and if the proposal fits within the project scope, they give the green light for further investigation, • If alleged cases are based on the facts, the article will be developed and published. Unit of Measurement: number Disaggregated by: n/a Justification & Management Utility: This indicator measures the number of cases of irregularities detected and reported by civil society			
PLAN FOR DATA ACQUISITION			
Data Collection Method: CSO reports as tracked by the project communications expert. Method of Data Acquisition by USAID: Annual reports Data Source(s): CSO report, USAID TEAM database. All cases published will be also saved in the DAI's TAMIS and can be accessed in real time. The access to this indicator data will be allowed to the M&E, Communication Specialist and Deputy Chief of Party. Frequency/Timing of Data Acquisition: Data will be reported annually Responsible Individual(s) at the Program: M&E Specialist, Component 3 Lead			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: n/a Known Data Limitations and Significance (if any): None Actions Taken or Planned to Address Data Limitations: n/a Date of Future Data Quality Assessments: n/a Procedures for Future Data Quality Assessments: n/a			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: USAID TEAM will analyze and compare data gathered from the survey with citizens Presentation of Data: Tables with description Review of Data: M&E Specialist, Chief of Party Reporting of Data: Annually			
TARGETS AND BASELINE			
Baseline/Target: Baseline (2016) number is 8 cases. This number is reported to the project by CiviKos, who conducted the CSO Baseline Assessment.			
Year	Target	Actual	Notes

2016 (baseline)	8	8	The total number of cases of municipal procurement malfeasance reported by CSOs is 53. USAID TEAM subcontractor CiviKos conducted the Baseline assessment in June 2017. The initial target was unknown, until it was reported by the end of the year (Dec 2017). The baseline and Year 1 target match is a coincidence.
2018	8	10	
2019	12	17	
2020	15		
2021	9		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Indicator # 18			
Name of Indicator: Transparency International's Corruption Perception Index			
DESCRIPTION			
<p>Precise Definition(s): Based on expert opinion from around the world, the Corruption Perceptions Index measures the perceived levels of public sector corruption worldwide. No country comes close to top marks, while over 120 countries score below 50 on the scale of 0 (highly corrupt) to 100 (very clean). This means less than a third of countries are above the midpoint.</p> <p>Unit of Measurement: n/a</p> <p>Disaggregated by: n/a</p> <p>Justification & Management Utility: USAID TEAM will collect data from the TI CPI and report to influence positive actions at the local and national level.</p>			
PLAN FOR DATA ACQUISITION			
<p>Data Collection Method: TEAM will collect data from the TICPI</p> <p>Method of Data Acquisition by USAID: Annual reports</p> <p>Data Source(s): https://www.transparency.org/research/cpi/overview</p> <p>Frequency/Timing of Data Acquisition: Data will be reported annually</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Chief of Party</p>			
DATA QUALITY ISSUES			
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<p>Data Analysis: USAID TEAM will report this data once the report is made public</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: annually</p>			
TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 36 (2016) – global average was 43			
Year	Target	Actual	Notes
2017 (baseline) 36 (2016) – global average was 43	N/A	39	Attribution is weak or non-existent for this indicator; the project will track and report on country performance in this area but will not be able to directly impact the score. Therefore, we have not set annual project targets
2018	-	37	
2019	-	36	
2020	-		

2021	-		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			

Performance Indicator Reference Sheet			
Indicator # 19			
Name of Indicator: World Bank Control of Corruption Indicator			
DESCRIPTION			
<p>Precise Definition(s): Control of Corruption captures perceptions to the extent of which public power is exercised for private gain, including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests. Estimate gives the country's score on the aggregate indicator, in units of a standard normal distribution, i.e. ranging from approximately -2.5 to 2.5. See http://databank.worldbank.org/data/glossarymetadata/1181/series/CC.EST</p> <p>Unit of Measurement: n/a</p> <p>Disaggregated by: n/a</p> <p>Justification & Management Utility: USAID TEAM will collect data from the World Bank and report to influence positive actions at the local and national level.</p>			
PLAN FOR DATA ACQUISITION			
<p>Data Collection Method: World bank (Worldwide Governance Indicator) http://databank.worldbank.org/data/reports.aspx?source=worldwide-governance-indicators</p> <p>Method of Data Acquisition by USAID: Annual reports</p> <p>Data Source(s): http://databank.worldbank.org/data/reports.aspx?source=worldwide-governance-indicators</p> <p>Frequency/Timing of Data Acquisition: Data will be reported annually</p> <p>Responsible Individual(s) at the Program: M&E Specialist, Chief of Party</p>			
DATA QUALITY ISSUES			
<p>Date of Initial Data Quality Assessment: n/a</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Actions Taken or Planned to Address Data Limitations: n/a</p> <p>Date of Future Data Quality Assessments: n/a</p> <p>Procedures for Future Data Quality Assessments: n/a</p>			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<p>Data Analysis: USAID TEAM will report this data once the report is made public</p> <p>Presentation of Data: Tables with description</p> <p>Review of Data: M&E Specialist, Chief of Party</p> <p>Reporting of Data: annually</p>			
TARGETS AND BASELINE			
Baseline/Target: Baseline for this indicator is 36.5 (percentile rank) (2015)			
Year	Target	Actual	Notes
2017 (baseline) 36.5 (percentile rank) (2015)	-	-0.4	Attribution is weak or non-existent for this indicator the project will track and report on country performance in this area but will not be able to directly impact the score. Therefore, we have not set annual project targets.
2018	-	-0.5	
2019	-	-0.5	

2020	-		
2021	-		
CHANGES TO INDICATOR			
Changes to Indicator: The changes of this indicator rely on the USAID mission and will be reflected accordingly.			
THIS SHEET LAST UPDATED ON: October 2017			